

Public Document Pack

Cabinet

Meeting Venue
**Council Chamber, County Hall -
County Hall**

Meeting date
Tuesday, 30 July 2019

Meeting time
10.30 am

For further information please contact
Stephen Boyd
01597 826374
steve.boyd@powys.gov.uk



County Hall
Llandrindod Wells
Powys
LD1 5LG

Issue Date

Mae croeso i chi siarad yn Gymraeg neu yn Saesneg yn y cyfarfod.
Rhowch wybod pa iaith rydych am ei defnyddio erbyn hanner dydd, ddau ddiwrnod
gwaith cyn y cyfarfod.
You are welcome to speak Welsh or English in the meeting.
Please inform us of which language you wish to use by noon, two working days
before the meeting.

AGENDA

1.	APOLOGIES
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To receive apologies for absence.

2.	MINUTES
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To authorise the Chair to sign the minutes of the last meeting held as a correct record.

(Pages 5 - 10)

3.	DECLARATIONS OF INTEREST
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To receive any declarations of interest from Members relating to items to be considered on the agenda.

4.	PERFORMANCE REPORT QUARTER 1
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To consider a report by the Leader, County Councillor Rosemarie Harris. The report can be accessed via the following link:

<https://sway.office.com/7anWjqA8lViBn5t3>

5.	SCHOOLS SERVICE MAJOR IMPROVEMENTS PROGRAMME 2019-2020 AND ADDITIONAL WELSH GOVERNMENT CAPITAL MAINTENANCE GRANT
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To consider a report by County Councillor Myfanwy Alexander, Portfolio Holder for Learning and Welsh Language.

(Pages 11 - 48)

6.	BUDGET OUTTURN REPORT
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 49 - 58)

7.	SCRUTINY OBSERVATIONS TO CABINET
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To consider the observations of the Finance Panel on

- Outturn 2018/19
- Capital Outturn 2018/19
- Savings Outturn 2018/19
- CIPFA Finance Model Executive Summary.

(Pages 59 - 60)

8.	COUNCIL TAX PROTOCOL FOR WALES 2019
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 61 - 82)

9.	TREASURY MANAGEMENT REVIEW 2018/19
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 83 - 90)

10.	TREASURY MANAGEMENT QTR 1 REPORT
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 91 - 110)

11.	STRATEGIC RISK REGISTER REPORT QUARTER 1 - 2019/20
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To consider a report by County Councillor Rosemarie Harris, Leader.

(Pages 111 - 140)

12.	REPORT OF THE INDEPENDENT CHAIR OF THE IMPROVEMENT AND
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	ASSURANCE BOARD
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To receive and consider the report of the Independent Chair of the Improvement and Assurance Board.

(Pages 141 - 146)

13.	CORRESPONDENCE
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To receive such correspondence as in the opinion of the Leader is of such urgency as to warrant consideration.

14.	DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING
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To note the delegated decisions taken since the last meeting.

(Pages 147 - 148)

15.	FORWARD WORK PROGRAMME
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To consider the Cabinet forward work programme.

(Pages 149 - 152)

16.	EXEMPT ITEMS
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The Monitoring Officer has determined that category 3 of the Access to Information Procedure Rules applies to the following items. His view on the public interest test (having taken account of the provisions of Rule 14.8 of the Council's Access to Information Rules) was that to make this information public would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information).

These factors in his view outweigh the public interest in disclosing this information. Members are asked to consider these factors when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.

17.	HEAD OF EDUCATION
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To consider a report by the Chief Executive.

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**MINUTES OF A MEETING OF THE CABINET HELD AT COUNCIL CHAMBER -
COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 9 JULY 2019**

PRESENT

County Councillor

County Councillors A W Davies, MC Alexander, P Davies, J Evans, S M Hayes,
R Powell and M Weale

In attendance: County Councillors G Breeze and P Pritchard and A Jenner for part of
the meeting.

1.	APOLOGIES
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Apologies for absence were received from the Leader, County Councillor
Rosemarie Harris who was speaking to the House of Commons Welsh Affairs
Select Committee on the Mid Wales Growth Deal.

2.	MINUTES
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The Chair was authorised to sign the minutes of the last meeting held on 18th
June 2019 as a correct record.

3.	DECLARATIONS OF INTEREST
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There were no declarations of interest reported.

4.	DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT FOR 2018/19
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The Director of Social Services presented her annual report for 2018/19. She
noted that there had been significant progress in the service's improvement
journey which she expected to continue apace with a stable leadership team in
place. Cabinet welcomed the aspiration to excellence in the Director's report and
acknowledged the hard work of staff in Children's and Adult Services.

5.	ADOPTING - A CHILDREN'S PLEDGE FOR ALL CHILDREN & YOUNG PEOPLE IN POWYS - FROM DAY ONE TO WHEN THEY'RE 25 YEARS OLD
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Cabinet considered the pledge for all children and young people in Powys
which had been developed by a representative group of young people in
the county. The pledge would mean services would have clear parameters
of their duties when they plan, review and deliver services, to develop a
deeper understanding on how proposals can impact on children and young
people.

RESOLVED	Reason for Decision:
To adopt the Children's Pledge set out in paragraphs 1.1 and 1.2 of the report.	To instil an ideology and make a public whole council commitment to the Children & Young People of Powys and ensure continued compliance with the Children's & Family Measure 2010.

6. FOSTERING SERVICE IMPROVEMENT

Cabinet considered proposals to aid recruitment of foster carers and supported lodgings hosts in order that a greater number of Powys looked after children could be placed within county where they were closer to their families, friends and schools. The report outlined the support available to foster carers and changes to the structures within the service.

Members asked how the amounts paid to carers by the council compared to those by Independent Fostering Agencies and were advised that the rates tended to be lower but were comparable. A review of the rates paid by Welsh local authorities was taking place which would lead to an eventual harmonisation of rates.

RESOLVED:	Reason for Decision:
<ol style="list-style-type: none"> 1. To note the content of the report. 2. To support the intention to increase the number and quality of support for Powys Foster Carers. 3. Support the intention to strengthen the Corporate Parenting responsibility across the council through mechanisms as described within the body of the report. 4. Approve the allocation of 5 days foster care leave per annum for Powys County Council Staff who are approved foster carers. 	<p>It is vital that the Council recognises the value of foster carers to the local authority, both in terms of the care they provide to some of our most vulnerable citizens and in terms of the financial implications to the authority where there are insufficient Powys foster carers.</p> <p>Provide recognition and tangible support to foster carers employed by the local authority for the important and indispensable role and range of tasks they undertake.</p>

7. EFFICIENCY SAVINGS REPORT FOR THE YEAR ENDED 31ST MARCH 2019
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The 2018/19 budget required efficiency savings of £12.296m. The total savings delivered in 2018/19 were £6.536m, or 53% of the total required. Services would be expected to outline how they proposed to achieve these savings in the

Quarter 1 outturn report that would come to Cabinet on 30 July. Regular reporting and challenge around non-delivery would be essential to ensure that appropriate action was taken to deliver within the approved budget.

RESOLVED	Reason for Decision
That the contents of the report are noted.	To outline the financial position regarding savings delivery for 2018/19; and to provide assurance that action is being taken to address the shortfall in the 2019/20 budget.

8.	POWYS COUNTY COUNCIL INFORMATION GOVERNANCE (IG) REPORT 2018-2019
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Cabinet considered the Information Governance report for 2018/19 and the recommendations of the joint scrutiny working group. Cabinet noted the increase in Freedom of Information requests being received which had led to a reduction in compliance rates for response times. Portfolio Holders asked for the responses to the scrutiny recommendations to be shared with the Cabinet.

RESOLVED	Reason for Decision:
That Cabinet notes and approves the report.	The report reflects the Information Governance activities undertaken within the year.

9.	IMPROVEMENT AND ASSURANCE BOARD MINUTES
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Cabinet received the minutes of the Improvement and Assurance Board meeting held on 5th June 2019.

10.	JOINT PARTNERSHIP BOARD MINUTES
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Cabinet received the minutes of the Joint Partnership Board meeting held on 6th June 2019.

11.	CORRESPONDENCE
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There were no items of correspondence.

12.	DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING
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Cabinet received details of delegated decisions taken since the last meeting.

13. FORWARD WORK PROGRAMME

Cabinet received the forward work programme.

14. EXEMPT ITEMS

RESOLVED to exclude the public for the following item of business on the grounds that there would be disclosure to them of exempt information under category 3 of The Local Authorities (Access to Information) (Variation) (Wales) Order 2007).

15. EXTRA CARE & NEUADD MALDWYN, WELSHPOOL

Cabinet considered proposals to transfer Neuadd Maldwyn by way of contribution to Clwyd Alyn Housing Group to enable the development of extra care housing in Welshpool to proceed in 2019-20. Cabinet also considered the comments of the Health and Care Scrutiny Committee. The proposals were warmly welcomed by the Cabinet and by local members County Councillors Graham Breeze and Phil Pritchard. The Portfolio Holder for Adult Social Care gave an assurance to Councillor Pritchard that concerns he raised in relation to one aspect of the project would be taken fully into account.

RESOLVED	Reason for Decision:
1. That Cabinet agree in principle to transfer Neuadd Maldwyn at nil cost to Clwyd Alyn, to enable the development of an extra care housing scheme at the site	To enable the development of extra care housing scheme in Welshpool, to proceed. As set out in the MPS and in the Cabinet report of 21 May 2019, the benefits to the Local Authority of providing appropriate extra care housing are significant. These are in reducing the demand for residential and domiciliary care and associated costs.
2. That the capital receipt foregone in disposing of Neuadd Maldwyn at nil cost, is regarded as the council's capital contribution to the development of the extra care scheme	To ensure that the Council's investment into the scheme, according to Vision 2025, is recognised.
3. The transfer to be made following a final decision by the Cabinet for Powys County Council when assurance is received of the development's	To ensure that the development is viable and practical, with commitments from Clwyd Alyn as to the development commencement.

<p>viability and practicality, with commitments from Clwyd Alyn on the development commencement via a further report.</p> <p>4. An effective communication strategy should be developed to provide clarity on all sections of the community and responsibilities of partners within the project.</p>	<p>Recommendation added following consideration of Scrutiny Committee's report. It is imperative that the development is communicated effectively with the public to ensure transparency.</p>
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**County Councillor Aled Davies
Chair**

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CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET EXECUTIVE

Date 30th July 2019

REPORT AUTHOR: County Councillor Myfanwy Alexander Portfolio Holder for Education

SUBJECT: Schools Service Major Improvements Programme 2019-2020 and Additional Welsh Government Capital Maintenance Grant

REPORT FOR: Decision

1. Summary

1.1 This report presents the revised Schools Major Improvement Programme for 2019/20 and 2020/21 following approval in principle of additional Welsh Government Schools Capital Maintenance Grant totalling £1,783,578 in financial year 2018/19. This funding can be used in part to fund the existing Major Improvements Programme in financial year 2019/20.

1.2 The report is supported by the following appendix:

Appendix A - Major Improvements Programme 2019/20 – Additional Welsh Government Schools Capital Maintenance Grant

2. Proposal

2.1 On the 26th March 2019, Cabinet approved the Major Improvements Programme for financial year 2019/20 with funding of £2,003,452. This report will focus on the re-casting the profile of the programme funding in financial years 2019/20 and 2020/21 taking into consideration existing funding approved in financial year 2019/20 and the additional Welsh Government capital funding.

2.2 This proposal has been brought to Cabinet for approval now to allow sufficient time to resource and programme projects with our delivery partners and to bring forward high priority projects which could not be funded in this year's programme. The projects will focus on improving the condition of school buildings, safeguarding, energy improvements, essential health and safety works and improving external areas to maintain education and curriculum delivery. In Appendix A existing projects already approved have been highlighted (in pink fill).

2.3 From the options considered in section 3 below, additional essential projects (highlighted in blue fill) have been included in financial year 2019/20, funded by the additional Welsh Government Capital Maintenance Grant and part of the authority's capital funding already approved.

2.4 Consideration is given by the cabinet to the proposal to carry forward £1,369,402 and retain this funding in financial year 2020/21 together with the provisional annual budget of £1,000,000 for Major Improvements programme and a report brought to cabinet in January / February 2020 with detailed priorities for spend (see Table 1).

Table 1

Approved Budget	2019/20 £	2020/21 £	Total £
Major Improvements programme	£2,003,452	£1,000,000*	£3,003,452
New proposed budget			
Total £	£2,417,628	£2,369,402	£4,787,030
Displaced funding from 2018/19	£1,783,578	£Nil	£1,783,578
PCC Capital Funding	£634,050	£2,369,402 (comprising of £1,000,000 plus £1,369,402)	£3,003,452

*Note – provisional budget subject to approval by cabinet.

2.5 The justification for retaining the £2,369,402 in financial year 2020/21 is the estimated value of condition, suitability and safeguarding priorities identified in Appendix A totals £6,373,667 in financial year 2020/21 and £7,692,813 in financial year 2021/22. This will be reviewed by the cabinet as part of next year's capital programme.

2.6 The Programme for 2019/20 and future years is based on a clear prioritisation methodology and ranking of projects – the criteria is outlined in the Schools Asset Management Plan 2018 and set out in Cabinet report C48-2015. The methodology considers the following key categories and factors:

- Condition;
- Sufficiency;
- Suitability;
- Sustainability;
- Health & Safety issues including:
 - Legislative compliance;
 - Environmental Health issues (kitchen environmental health reports);

- DDA compliance;
 - Property safeguarding issues.
 - Consideration is also given to whether a school is part of a current or future strategic school reorganisation development.
- 2.7 Proposals for future financial years have also been ranked but these are provisional and will be subject to amendment/addition depending on changes in circumstances, priorities and available budgets. The Programme is also subject to the outcome and decisions around School Transformation and 21st C Schools proposals that emerge over the period of the programme.
- 2.8 A sum of £50,000 has been retained at this stage in financial year 2019/20 as a contingency to cover for emergencies, unforeseeable and legislative requirements, budget fluctuations and improvement works required to accommodate the RE-FIT programme for energy improvements. The Schools Major Improvement Programme is a flexible programme – sometimes projects have to be changed or postponed if we have to address emergency issues whilst keeping within the funding envelope.
- 2.9 In developing the Programme, consideration has been given to the level of investment made directly by schools through their individual delegated repairs and maintenance budget, compared to the funds delegated for repairs and maintenance as approved by cabinet (C38-2017):
- “Any school whose expenditure on repairs and maintenance is less than 80% of the delegated budget for repairs and maintenance over a 5 year period is required to make a contribution to the total cost of any capital works included in any major capital works programme. The level of a school contribution is set at the difference between actual expenditure on repairs and maintenance and 80% of the repairs and maintenance delegated budget over a 5 year period”.*
- 2.10 The Major Improvement Programme will be delivered alongside the Welsh Government RE: FIT Programme as referenced in C239-2015, which has been developed in collaboration with the Corporate Property Energy Officer.
- 2.11 All viable school energy efficiency scheme projects will require a justifiable business case and affordable payback period funded through the RE: FIT scheme. The Schools Service, Schools Finance team and individual schools will agree the projects and it is proposed these proposals will be brought to cabinet for approval by the Corporate Energy Officer.
- 2.12 Indications are that energy efficiency works project funded through the RE: FIT programme are very likely to result in the need for consequential works which will need to be funded from the Major Improvements programme budget. At this time the value of consequential has not been assessed and given the condition of schools these are likely to be significant. Once further

information is known then a report can be brought to cabinet on the extent and value of these consequential works.

3. Options Considered/Available

- 3.1 As part of the authority's review of its capital programme and associated costs, the following options have been considered to ensure its schools' estate is fit for purpose. These are:

Option 1 – Reduce the Major Improvements Programme budget for 2019/20 and only utilise the Welsh Government Capital Maintenance Grant £1,783,578

Option 2 – Increase the Major Improvements Programme budget for 2019/20 to £2,417,628 by combining Welsh Government's Capital Maintenance Grant and PCC capital funds, as detailed in Appendix A and Table 1 above

Within Appendix B of this report, each option has been listed with the outcomes and relative benefits.

4. Preferred Choice and Reasons

- 4.1 The approval of the Major Improvement Programme for 2019/20 including the additional the displaced funding from the Schools Capital Maintenance Grant will enable the authority to improve the schools estate and go some way to make it fit for purpose and reduce it maintenance liability.

The preferred choice is Option 2 as it will ensure continuity of educational provision and curriculum delivery, improving the condition of school buildings, safeguarding, energy improvements, essential health and safety works and improving external areas.

5. Impact Assessment

- 5.1 An impact assessment is not required.

6. Corporate Improvement Plan

- 6.1 Improving the schools infrastructure is a key priority within Vision 2025.

7. Local Member(s)

- 7.1 Not applicable.

8. Other Front Line Services

- 8.1 The recommendation does not impact on other services run by the Council or on behalf of the Council.

9. Corporate Communications

- 9.1 Communications comment: The report is of public interest and requires use of proactive news release and appropriate social media to publicise the decision.

10. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)

- 10.1 The Capital and Financial Planning Account comments that the terms and conditions of the Schools Capital Maintenance grant are:

(e) Payment will be subject to the following conditions:

- i. the funding will be used in 2018-19 financial year for additional expenditure on school maintenance or
- ii. the funding will be used in 2018-19 financial year for locally determined capital expenditure and the funding displaced by this grant will be spent in 2019-20 for investment in the improvement of schools,
- iii. the displaced funding must not relate to any existing specific capital grant or local authority match funding element relating to 2018/19 financial year;

The grant was used in 2018/19 to finance schools capital expenditure and the funding displaced was rolled forward in the Cabinet Report Capital Programme Outturn Position dated 16th June 2019. The conditions state the displaced funding has to be spent on investment in the improvement of schools.

- 10.2 Legal Services will support the service to achieve the objectives outlined by Welsh Government and contained within the Schools Major Improvement Programme.
- 10.3 Corporate Property comments, 'Following additional clarification from the Schools Capital and Project Manager, the Property Manager and Commercial Property Manager feel that sufficient progress with the 35 projects set out in the Schools Major Improvement Programme 2019/20 has been made to ensure the amended capital allocations as outlined in Table 1 can be spent, and the works completed, within the current financial year. The Recommendation to accept Option 2 in the report is therefore supported'.
- 10.4 Catering Services comments – N/A

10.5 HR comments – N/A

11. Scrutiny

The report was scrutinised on the 8th July 2019

Any ‘Small School’ as defined in Education (Small Schools) (Wales) Order 2014, by the Welsh Government as a school that contains fewer than 91 registered pupils, will be subject to business case and approved by the Portfolio Holder on a case by case basis.

It was confirmed that this was a factor when considering the programme in particular in relation to those schools with 70 or fewer pupils. Scrutiny accept that all schools need to be in an appropriate state of repair and it will be necessary to schedule urgent repairs and maintenance even if schools may be potentially unviable. The outcome of schools reorganisation should not be pre-empted by the decisions of the major improvements programme, however, investment in potentially unviable schools should be limited to repairs and maintenance rather than improvements.

Within Appendix B of this report is the Schools Service response to the Scrutiny recommendations, February 2019 to Cabinet on the Schools Major Improvements Programme 2019 – 2020.

12. Statutory Officers

12.1 The Head of Financial Services (Acting S151 Officer) notes the comments from the Capital and Financial Planning Accountant. The prioritisation methodology and criteria applied ensures that the projects included in the programme are considered in accordance with the Schools Asset Management Plan but also in recognition of the future strategic direction of the service over the medium and longer term.

12.2 The Deputy Monitoring Officer notes the recommendations and legal comment and makes no further comment.

13. Members’ Interests

13.1 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:
1. To approve the new proposed budget for the Major Improvement Programme for 2019/20 and 2020/21 as set out in Table 1 of the	To progress the School Transformation Programme and meet Welsh Government fit for purpose objectives

<p>report.</p> <p>2. To approve the Programme profile for 2019/20 as set out in Appendix A.</p> <p>3. That the Portfolio holder for Education in consultation with the Head of Education has delegated authority to make changes to the Major Improvements Programme that are within budget and in accordance with Capital Budget virement rules for approval.</p>	
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Relevant Policy (ies):	Schools Asset Management Plan		
Within Policy:	Y	Within Budget:	Y

Relevant Local Member(s):	Not applicable
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Person(s) To Implement Decision:	David Thompson and Schools Capital & Revenue Programme Officers group
Date By When Decision To Be Implemented:	From 1 st April 2019 onwards

Contact Officer Name:	Tel:	Email:
David Thompson	01597 826543	david.thompson1@powys.gov.uk

Background Papers used to prepare Report:

9th October 2018 – Schools Asset Management Plan

C48-2015: Schools Service Major Improvements Programme scoring and prioritisation criteria

C239-2015 RE: FIT programme

Table 1

Options	Outcomes	Benefits / Dis-benefits
<p>Option 1 Reduce the Major Improvements Programme budget for 2019/20 and only utilise the Welsh Government Capital Maintenance Grant £1,783,578</p>	<p>Improvements to the condition of individual school buildings and performance target for Corporate Improvement Plan met.</p>	<p>Benefits As above.</p> <p>Dis-benefits</p> <ol style="list-style-type: none"> 1) A reduction in the budget for new ICT equipment to implement digital curriculum in schools will have a detrimental effect on curriculum delivery for teaching and pupils. 2) A reduction in the number of projects may result in the closure due to the condition buildings and the need to ensure a safe working environment. 3) Not meeting the safeguarding requirements for fencing works resulting in the loss of integrity and increase in reputational risk. 4) No energy efficiency measures will result in higher energy costs, buildings overheating and risks to occupiers.
<p>Option 2 Increase the Major Improvements Programme budget for 2019/20 to £2,330,378 by combining Welsh Government's Capital Maintenance Grant and PCC capital funds, as detailed in</p>	<p>Improvements to the condition of individual school buildings and performance target for Corporate Improvement Plan met.</p>	<p>Benefits</p> <ol style="list-style-type: none"> 1) School buildings continue to be maintained in a relatively good condition and can continue to operate. 2) "Reasonable adjustments" to schools buildings meet with Equality Act 2010 and Health and Safety legislation 3) Reduces detrimental impact on children's education, welfare and wellbeing 4) Preventative benefit reduces need for further investment due to dis-repair 5) Energy efficiency measures (boilers, BMS and control panels etc.) reduce energy consumption, Carbon Dioxide emissions and repair/maintenance costs. 6) Reduces reputational risk

Appendix A and Table 1		
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SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES

SCHOOL NAME	Category	Funding Source	PROPOSED PROJECT SCOPE	Approved funding 2018/19 and in previous years	2019/20	2020/21	2021/22	2022/23	Total Estimated Value of Works £	Health & Safety/ Condition grading/ Sufficiency/ Suitability	Overall Project Score
Status: DRAFT FOR COMMENTS				£	-						
Last updated: 25th July 2019											
YSGOL TREFONNEN	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Reconstruct the car park steps and handrail due to ground movement		£ 10,000				£ 10,000	Health & Safety risk, Condition grading 1D, non-teaching spaces	125
PENYGLODDFA C.P.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Dangerous structure - New replacement retaining school boundary wall	£ 15,000	£ 22,000				£ 37,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces	115
YSGOL BRO CYNLLAITH	Building fabric (Roofs, windows etc.)	CAPITAL	Phase 1 - Replacement of window lintels, roof refurbishment including guttering and RW goods in 2019/20. Phase 2 - New suspended ceiling and lighting to replace deflected ceiling boards in teaching rooms A013/A015 and A005/A007 in 2020/21.		£ 76,000	£ 24,000			£ 100,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces	115
BUTTINGTON/TREWERN C.P.	Building adaptations & additional accommodation	CAPITAL	Permanently encase 8No. asbestos pillars around the outside of the main school (Block A)		£ 10,000				£ 10,000	Health & Safety risk, Condition grading 1D,	110
YSGOL DYFFRYN Y GLOWYR	Building fabric (Roofs, windows etc.)	CAPITAL	Alterations to external fire doors (part contribution)		£ 20,000				£ 20,000	Health & Safety risk, Condition grading 1C, unsuitable teaching and non-teaching spaces	108
VARIOUS SCHOOLS	Building fabric (Roofs, windows etc.)	CAPITAL	Radon improvement works to meet statutory requirements		£ 25,000				£ 25,000	Health & Safety risk, Condition grading 1C & unsuitable teaching spaces	108
YSGOL CALON CYMRU (BUILTH WELLS SITE)	DDA & SEN adaptations	CAPITAL	DDA works to accommodate a pupil needs in Sept 2019 to improve: • Sports Hall access • Upgrade Disabled toilet facilities • Internal and external access doors (main school buildings) • Upgrade and reconfigure DDA toilet facilities		£ 244,000				£ 244,000	Health & Safety risk, DDA Condition grading 2C & unsuitable teaching area	103
LLANGATTOCK (Aided) School	Building adaptations & additional accommodation	CAPITAL	New extension and alteration to resolve unsuitable teaching areas, toilets and to provide Early Years accommodation by Sept 2018: Design, Tender and Construction £618,226 in 2018/19 and £43,000 in 2019/20 Foundation Phase new external hard play area below covered play areas and extend infants playground £64,000 in 2019/20	£ 618,226	£ 107,000				£ 725,226	Health & Safety risk, Condition grading 2C, insufficient and unsuitable teaching and non-teaching space & reduced CO2 emissions	99
YSGOL CALON CYMRU (BUILTH WELLS SITE)	DDA & SEN adaptations	CAPITAL	New DDA passenger/goods lift servicing kitchen on the 1st floor (Block E) and DDA alterations	£ 45,800	£ 154,200				£ 200,000	Health & Safety, Condition 1D, DDA, unsuitable teaching and kitchen facilities	95
LLANFYLLIN H.S.	DDA & SEN adaptations	CAPITAL	New DDA and safeguarding reception reconfiguration and improvements		£ 81,250				£ 81,250	Health & Safety risk, DDA Condition grading 1D and Safeguarding & Security	95
LLANGYNYDR C.P.	DDA & SEN adaptations	CAPITAL	DDA works including refurbishment of infant toilets (reference A021), new contrasting internal/external steps, new external handrails and fencing to accommodate a pupils needs		£ 45,000				£ 45,000	Health & Safety, DDA, Condition 1D, unsuitable non-teaching spaces, and reduction of CO2	95
YSGOL MAESYDDERWEN	DDA & SEN adaptations	CAPITAL	DDA works to provide maglocks to internal doors to meet a pupils needs		£ 56,000				£ 56,000	Health & Safety, DDA and unsuitable non-teaching spaces	95
WELSHPOOL H.S.	DDA & SEN adaptations	CAPITAL	DDA works - new external lift to steps and external access doors to corridor E043a to provide access to science teaching room to meet a pupils needs		£ 46,250				£ 46,250	Health & Safety, DDA and unsuitable non-teaching spaces	95
WELSHPOOL H.S.	External works and school sports and playground facilities	CAPITAL	Realignment and partial renewal of the storm drain adjacent to the ATP to prevent flooding	£ 10,000	£ 15,000				£ 25,000	Health & Safety risk, Condition grading 1D & unsuitable teaching areas	95
LLANELWEDD C in W	Building adaptations & additional accommodation	CAPITAL	New entrance reception/lobby area, SEN/PPA room and accessible ramp access Phase 1 - Design £10,000 Phase 2 - Construction £ to be confirmed			£ 10,000	£ To be confirmed		£ 10,000	Health & Safety issue, Safeguarding and DDA/SEN facilities	94
LLANFYLLIN H.S.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Improvements to rear access road to school for bus and maintenance access including new drop barrier to prevent unauthorised vehicle access		£ 43,200	£ 30,000	£ -		£ 73,200	Health & Safety risk, Condition grading 2D, unsuitable external	85

SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES

SCHOOL NAME	Category	Funding Source	PROPOSED PROJECT SCOPE	Approved funding 2018/19 and in previous years	2019/20	2020/21	2021/22	2022/23	Total Estimated Value of Works £	Health & Safety/ Condition grading/ Sufficiency/ Suitability	Overall Project Score
Status: DRAFT FOR COMMENTS				£	-						
Last updated: 25th July 2019											
LLANIDLOES H.S.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Improvements to rear access road to Llanidloes H.S and Llanidloes C.P School and 3rd party owner property			£ 24,000			£ 24,000	Health & Safety risk, Condition grading 2D, unsuitable external access & Safeguarding	85
LLANDYSILIO C in W	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Improvements to create a permanent school car park surface including white lining			£ 61,020		£ -	£ 61,020	Health & Safety risk, Condition grading 2D, unsuitable external access & Safeguarding	85
RHAYADER C in W	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Improvement of pedestrian access, car park expansion and re-surfacing surface including all associated works: Phase 1 - Pedestrian, access and external lighting improvements £75,000 in 2018/19 Phase 2 - Expansion of the existing car park and resurfacing £149,000 in 2019/20 Phase 3 - Widening of the main access road £58,000 in future years	£ 122,700		£ 149,000			£ 271,700	Health & Safety risk, Condition grading 2D, unsuitable external access & Safeguarding	85
NEWTOWN H.S - NEWTOWN CAMPUS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Replace 6th form and Humanities blocks BMS new panels to the boilers and DHW controls £10,000 in 2019/20 Replace 2 x gas boilers, new BMS panel and pumps including DHW cylinder and DHW controls to main humanities block boiler house and £57,000 in 2020/21		£ 10,000	£ 57,000			£ 67,000	Health & Safety, Condition 2D, unsuitable teaching and non-teaching areas	85
CRICKHOWELL C.P.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	New safeguarding boundary fencing and gates to separate visitor entrance		£ 10,000				£ 10,000	Health & Safety risk, Condition 2C, unsuitable non-teaching space & Safeguarding/Security	83
LLANGYNYDR C.P.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Safeguarding - New safeguarding boundary fencing and gates			£ 24,200			£ 24,200	Health & Safety risk, Condition 2C, unsuitable teaching and non-teaching space & Safeguarding/Security	83
CROSSGATES C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of leaking roof coverings, insulation, fascia's, soffits, roof lights and RW goods including internal remedial works to Early Years mobile		£ 10,000				£ 10,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	81
LLANFYLLIN C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Phase replacement of leaking roof coverings, insulation, fascia's, soffits, roof lights and RW goods: Phase 1 Replacement roof covering and internal remedial works to Early Years mobile (Block E) £37,000 in 2018/19 Phase 2 Main school roof improvements £79,000 in 2019/20	£ 37,000			£ 79,000		£ 116,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	81
LLANELWEDD C in W	Building fabric (Roofs, windows etc.)	CAPITAL	Phase improvements to link corridor, rotting fascia's, removal of asbestos soffit boards to Block A and B (main school): Phase 1 - Improvements to link corridor windows, insulation, external access doors and space heating to resolve H&S issue between Blocks A and B £25,000 Phase 2 - Partial removal of rotting fascia and asbestos soffit boards to Block A and B. Remove existing chimneys x 2No. to Block C including making good and all associated roof and builders works in connection. £45,000 in future years	£ 25,000			£ 45,000		£ 70,000	Health & Safety risk, Condition grading 1D, unsuitable teaching space and reduction of CO2	81
LLANFYLLIN H.S.	External works and school sports and playground facilities	CAPITAL	Phased - New safeguarding and security fencing and gates Phase 1 Front boundary £25,000 in 2019/20 Phase 2 Rear boundary £145,000 in 2020/21		£ 25,000	£ 145,000			£ 170,000	Health & Safety risk, Condition 1D, unsuitable teaching and non-teaching space & Safeguarding/Security	80
YSGOL LLANBRYNMAIR C.P	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Safeguarding - New boundary fencing and lockable access gates to rear of the school		£ 26,000				£ 26,000	Health & Safety risk, Condition 1D, unsuitable teaching and non-teaching space & Safeguarding/Security	80
NEWTOWN H.S - NEWTOWN CAMPUS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Upgrade incoming power supply to main school				£ 50,000		£ 50,000	Health & Safety, Condition 2D, unsuitable teaching and non-teaching areas	80
NEWTOWN H.S - NEWTOWN CAMPUS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New intruder alarm control panel and sensor to main school to replace unserviceable system which cannot be repaired		£ 22,900				£ 22,900	Health & Safety, Condition 2D, unsuitable teaching and non-teaching areas	80
LLANFYLLIN H.S.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Phased replacement and new boiler and DHW controls and re-wire 4 x boiler houses linking main school boilers Phase 1 New BMS and DHW controls 1 x boiler house £28,000 in 2018/19 Phase 2 New BMS and DHW controls 1 x boiler house £28,000 in 2019/20 Phase 3 New BMS and DHW controls 2 x boiler houses including drama block £35,000 in 2020/21 Replacement boilers including all associated works £125,000 in future years	£ 28,000	£ 28,000	£ 35,000	£ 125,000		£ 216,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	79
ST MICHAELS V.A.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Replacement of oil fired boilers with LPG boilers x 3No. including new LPG tank, BMS controls, alterations to DHW and asbestos removal to main school (Block A)		£ 82,877			£ -	£ 82,877	Health & Safety, Condition 1D, unsuitable teaching facilities and reduction in CO2 emissions	79

SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES

SCHOOL NAME	Category	Funding Source	PROPOSED PROJECT SCOPE	Approved funding 2018/19 and in previous years	2019/20	2020/21	2021/22	2022/23	Total Estimated Value of Works £	Health & Safety/ Condition grading/ Sufficiency/ Suitability	Overall Project Score
Status: DRAFT FOR COMMENTS				£	-						
Last updated: 25th July 2019											
LLANDYSILIO C in W	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New replacement boiler, BMS controls and asbestos removal to main school (Block A) Phase 1 New controls £12,000 in 2018/19 Phase 2 New boiler and associated works £52,500 in 2019/20	£ 12,000	£ 40,500				£ 52,500	Health & Safety, Condition 1D, unsuitable teaching facilities and reduction in CO2 emissions	79
GLADESTRY C in W	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New replacement boiler, BMS controls and asbestos removal to main school (Block A) including permanent enclosure.		£ 30,000				£ 30,000	Health & Safety, Condition 1D, unsuitable teaching facilities and reduction in CO2 emissions	79
VARIOUS SCHOOLS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Upgrade of boiler control and BMS systems	£ 10,000	£ -	£ 100,000	£ 100,000	£ 75,000	£ 285,000	Health & Safety risk, Environmental controls, Condition grading 1D, unsuitable teaching and non-teaching spaces	79
NEWTOWN H.S - NEWTOWN CAMPUS	DDA & SEN adaptations	CAPITAL	DDA alterations - to install a lifting hoist to physio bed in room D002 including alterations to meet pupil needs		£ 10,000				£ 10,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	78
NEWTOWN H.S - NEWTOWN CAMPUS	DDA & SEN adaptations	CAPITAL	New Maths block lift Design £10,000 in 2019/20 Construction £83,031 in 2020/21		£ 10,000	£ 83,031			£ 93,031		78
ST MARY'S V.A. School	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New BMS controls to main school boiler £20,000 in 2020/21 New replacement boiler to main school £51,000 in 2021/22		£ 20,000	£ 51,000			£ 71,000	Health & Safety, Condition 1D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	76
NEWTOWN H.S - JOHN BEDDOES CAMPUS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Replacement of heaters to main school hall				£ 25,000		£ 25,000		76
LLANGYNDR C.P.	Kitchens & associated facilities	CAPITAL	Renew kitchen external windows and goods entrance door including flyscreen's. New kitchen new ramp access to meet EHO requirements				£ 35,000		£ 35,000	Health & Safety, DDA, Condition 1D, unsuitable non-teaching spaces, and reduction of CO2	75
LLANFECHAIN C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New BMS control panel to boilers and DHW controls serving main school and kitchen		£ 10,000				£ 10,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	75
LLANFAIR CAERINION C.P.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Partial replacement of school pedestrian pathway and handrails to steps leading to trunk road from the school.		£ 25,000				£ 25,000	Health & Safety, Condition 1D and unsuitable non-teaching areas	75
RHAYADER C in W	Building adaptations & additional accommodation	CAPITAL	Dangerous structure - Replacement of the existing leaking roof and rebuild dormer window to the former stable building housing the incoming electrical mains supply		£ 52,500				£ 52,500	Health & Safety risk, Environmental controls and Condition grading 1D	75
LLANRAEADR YM MOCHNANT	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	New safeguarding and security fencing to North East boundary		£ 14,300				£ 14,300	Health & Safety risk, Condition 1D, unsuitable teaching and non-teaching space & Safeguarding/Security	75
RHAYADER C in W	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	New safeguarding and security fencing/pedestrian gate access to Foundation phase and habitat and wooded area		£ 28,000				£ 28,000	Health & Safety risk, Condition 1D, unsuitable teaching and non-teaching space & Safeguarding/Security	75
FRANKSBRIDGE C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New oil tank to main school boiler to meet statutory legislation			£ 12,500			£ 12,500	Health & Safety risk, Environmental controls, Condition grading 1D, unsuitable teaching and non-teaching spaces	75
RADNOR VALLEY C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New electrical distribution to replace part of the pyro wiring to main school lighting		£ 26,000				£ 26,000	Health & Safety risk, Environmental controls, Condition grading 1D, unsuitable teaching and non-teaching spaces	75
LLANIDLOES C.P.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Phase 2 - New safeguarding fencing and pedestrian gate to Foundation phase to meet pupil needs, £15,000 in 2019/20 Phase 3 - New safeguarding fence to rear boundary of school field and new gates and new external street lighting to bus and car park including installation of external gate access controls to prevent unauthorised access £40,000 in 2020/21		£ 15,000	£ 40,000			£ 55,000	Health & Safety risk, Condition grading 1D, unsuitable non-teaching areas & Safeguarding and Security	75

SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES

SCHOOL NAME	Category	Funding Source	PROPOSED PROJECT SCOPE	Approved funding 2018/19 and in previous years	2019/20	2020/21	2021/22	2022/23	Total Estimated Value of Works £	Health & Safety/ Condition grading/ Sufficiency/ Suitability	Overall Project Score
Status: DRAFT FOR COMMENTS				£	-						
Last updated: 25th July 2019											
NEWTOWN H.S - JOHN BEDDOES CAMPUS	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Safeguarding - New boundary/security fencing with the Old School House boundary	£ 2,250					£ 2,250	Health & Safety risk, Condition grading 1D, unsuitable non-teaching areas & Safeguarding and Security	75
ABERMULE C.P.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Safeguarding - New boundary/security fencing with the Old School House boundary	£ 13,750	£ 8,750				£ 22,500	Health & Safety risk, Condition grading 1D, unsuitable non-teaching areas & Safeguarding and Security	75
CRADOC C.P.	Building adaptations & additional accommodation	CAPITAL	New entrance reception hatch and secure lobby area for safeguarding pupils			£ 15,000			£ 15,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	75
SENNYBRIDGE C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New electrical distribution to replace pyro wiring in main school and upgrade fire alarm system			£ 86,000			£ 86,000	Health & Safety, Condition 1D, unsuitable teaching and non-teaching areas.	75
VARIOUS HIGH SCHOOLS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Local Exhaust Equipment improvements works to High School Design & Technology workshop equipment: Phase 3 - Caereinion H.S. £20,000			£ 20,000	£ 30,000	£ 30,000	£ 100,000	Health & Safety risk, Condition grading 1D, unsuitable environmental controls, teaching and non-teaching spaces	75
LLANIDLOES H.S.	External works and school sports and playground facilities	CAPITAL	New 3G Pitch to replace existing very uneven Red gras pitch (subject to agreement of possible developer contribution)		£ 20,000	£ 30,000			£ 60,000	Health & Safety risk, Condition grading 1D & unsuitable Statutory Team Game area	75
BANW C.P	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New phased replacement of boilers, BMS controls and asbestos removal to main school: Phase 1 BMS controls £10,000 in 2019/20 Phase 2 New boilers £26,500 in 2020/21			£ 36,500			£ 36,500	Health & Safety, Condition 2D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	74
GUILDFIELD C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New BMS control panel, DHW controls to main boilers		£ 10,000				£ 10,000	Health & Safety, Condition 2D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	74
YSGOL PENNANT	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New BMS control panel, DHW controls to main boilers		£ 10,000				£ 10,000	Health & Safety, Condition 2D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	74
YSGOL BRO CYNLLAITH	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Phase replacement of new boilers, controls, asbestos removal and new heating system phased: Phase 1 - New boilers, controls and asbestos removal £55,000 in 2018/19 Phase 2 - Replacement of wet heating distribution system £70,000 in future years	£ 55,000			£ 70,000		£ 125,000	Health & Safety, Condition 2D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	74
CAERSWS C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Replace 2No.x Gas fired boilers, pumps, asbestos removal and upgrade BMS controls and new DHW controls including associated works to main school and the kitchen			£ 40,000			£ 40,000	Health & Safety risk, Condition grading 2D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	74
LLANRHAEDR YM MOCHNANT C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Upgrade BMS controls and remedial works to window actuators and upgrade motor to Passivent system to improve class base ventilation to reduce energy consumption		£ 10,000				£ 10,000	Health & Safety, Condition 1D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	74
YSGOL UWCHRADD CAEREINION	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New replacement boilers, BMS controls, asbestos removal including all associated works to main school - re-use 2 x existing boilers from Ysgol Bro Hyddgen project			£ 180,000			£ 180,000	Health & Safety risk, Condition grading 2D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	74
LLANFYLLIN C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New replacement 1No. x boiler including new BMS controls to main school			£ 36,500			£ 36,500	Health & Safety risk, Condition grading 2D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	74
LLANIDLOES C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Replacement LV Incomer Panel Block B (main school)				£ 114,500		£ 114,500	Health & Safety, Condition 2C, unsuitable teaching and non-teaching areas	73
LLANDRINDOD H.S.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	New safeguarding and security fencing to: Phase 1 - New boundary fencing/gate access to Llanerch/Front entrance/Terrapin block/LC boundary £19,000 in 2017/18 and £18,000 in 2018/19 Phase 2 - New boundary fencing and gates to Playing field/LC/Greenfield boundary £75,000 in future years	£ 18,000			£ 75,000		£ 112,000	Health & Safety risk, Condition grading 1C, Safeguarding & Security and unsuitable teaching areas	73
NEWTOWN H.S - NEWTOWN CAMPUS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Phased replacement of LV Incomer Panels: Block H (Switch room technology side of school) £112,500 in 2020/21 Block I (Switch room near canteen) £112,500 in 2021/22				£ 112,500	£ 112,500	£ 225,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching areas	73
SENNYBRIDGE C.P.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Safeguarding - partial replacement of fencing to separate school playground area and car park/main visitor entrance area			£ 10,000			£ 10,000	Health & Safety risk, Condition grading 1C, unsuitable non-teaching areas	73

SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES

Status: DRAFT FOR COMMENTS

Last updated: 25th July 2019

SCHOOL NAME	Category	Funding Source	PROPOSED PROJECT SCOPE	Approved funding 2018/19 and in previous years	2019/20	2020/21	2021/22	2022/23	Total Estimated Value of Works £	Health & Safety/ Condition grading/ Sufficiency/ Suitability	Overall Project Score
BANW C.P	Toilets & cloakrooms	CAPITAL	Phased refurbishment of girls and boys toilets and cloakrooms and staff toilet			£ 50,000			£ 50,000	Health & Safety risk, Condition grading 2D, unsuitable non-teaching spaces & reduced CO2 emissions	71
YSGOL MEIFOD	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New replacement boiler and BMS controls, cylinder replacement, removal of header tank and commissioning of new direct mains feed water supply, asbestos removal and new oil tank to main school			£ 36,000			£ 36,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	71
YSGOL PENMAES	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Replace boiler and upgrade BMS control supporting underfloor heating.			£ 13,500			£ 13,500	Health & Safety, Condition 2D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	71
TREOWEN C.P.	Building adaptations & additional accommodation	CAPITAL	Safeguarding - replacement of external fire doors x 4N ^o location and new intercom to front door			£ 20,000			£ 20,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching spaces & reduced CO2 emissions	71
KNIGHTON C in W	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Install fire alarms and emergency lighting (main school), Block C			£ 20,500			£ 20,500	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces	70
NEWTOWN H.S - NEWTOWN CAMPUS	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement roof coverings, fascia's, soffits and structure block N (Gas/electric meter housing)			£ 15,000			£ 15,000	Health & Safety, Condition 2C, Primary Energy source, unsuitable non-teaching area.	70
CRADOC C.P.	Kitchens & associated facilities	CAPITAL	Phased Kitchen EHO works: Phase 1 - Alterations to internal drainage , removal of sink units and replacement with new dishwasher and redecoration of the kitchen £25,000 in 2018/19 Phase 2 New kitchen ventilation system £50,000 in future years	£ 25,000			£ 50,000		£ 75,000	Health & Safety risk, Condition grading 1D & to meet EHO requirements	70
FRANKSBRIDGE C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Refurbishment of roof covering fascia's, soffits, RW goods and kitchen extract system, block A (kitchen & main school): Phase 1 - Refurbish kitchen flat roof and associated works £35,000 in 2019/20 Phase 2 Refurbish main school flat roof and associated works ETBC in future years	£ 10,000	£ 17,500				£ 27,500	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	69
MONTGOMERY C IN W	DDA & SEN adaptations	CAPITAL	Full replacement flat roof over main school (Block A) and refurbishment of boys toilets A014b to meet pupils needs:		£ 75,000				£ 75,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	69
PENYGLODDFA C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Phase 2 - Replacement flat roof over teaching base (Block B) including internal structural roof remedial works and internal making good to toilet room B03 and removal of water tank		£ 76,000				£ 76,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	69
CAEREINION H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Contribution towards to refurbishment of the Sports Centre roof		£ 30,000				£ 30,000	Health & Safety, Condition 1D, unsuitable teaching and non-teaching facilities and reduction in CO2	69
CRICKHOWELL C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	New flat roof, roof lights, guttering and down pipes over main school toilets, cloakrooms and teaching areas			£ 85,000			£ 85,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces	69
BUTTINGTON C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of leaking roof with new insulated flat roof, roof lights, guttering and down pipes over corridor (Ref: D017) linking teaching areas to main school		£ 25,000				£ 25,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces	69
YSGOL UWCHRADD CAEREINION	Building fabric (Roofs, windows etc.)	CAPITAL	Phased replacement of metal windows and doors to main school Phase 1 £75,000 Phase 2 £100,000 Phase 3 £100,000			£ 175,000	£ 100,000		£ 275,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	69
CRICKHOWELL H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Roof improvements to dining hall (Block A) to strip of slates and fix new membrane the reinstate roof. Include remedial works to wooden fascia's			£ 43,500			£ 43,500	Health & Safety, Condition 1D, unsuitable teaching and non-teaching areas and reduction on CO2 emissions	69

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LLANFYLLIN H.S.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Part upgrade and replacement of radiators to main school			£ 29,000			£ 29,000	Health & Safety risk, Condition grading 1C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	69
LLANDINAM C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of full height external windows to prevent H&S issues with new external windows and insulated panels to room A015 and A016 class base and store		£ 12,500				£ 12,500	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	69
HAFREN C.P. JUNIOR	Building fabric (Roofs, windows etc.)	CAPITAL	Phased replacement of roofing: Phase 1 New Flat roof replacement (main school) Block B including associated internal works £90,000 in 2018/19 - completed Phase 2 New flat and pitch roof replacement to main school and hall including associated internal works £150,000 in	£ 90,000	£ -			£ 300,000	£ 480,000	Health & Safety risk, Condition grading 1D, unsuitable non-teaching spaces and reduced CO2 emissions	69
LADYWELL GREEN N & I	Building fabric (Roofs, windows etc.)	CAPITAL	Phased replacement of roofing: Phase 1 - Pitch roof replacement including soffits and fascia's to teaching block including new suspended ceilings and lighting (block A) £47,250 Phase 2 - Pitch roof replacement including soffits and fascia's to nursery block including new suspended ceilings and lighting (block A) £47,250 in future years				£ 47,250	£ 47,250	£ 94,500	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	69
LLANDRINDOD H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Phased replacement of internal floor finishes: Phase 1 £40,000 Phase 2 £40,000 Phase 3 £40,000	£ -			£ 80,000	£ 40,000	£ 120,000	Health & Safety, Condition 1D, unsuitable teaching and non-teaching areas and reduction in CO2	69
YSGOL CEDEWAIN	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of leaking roof lights x 3No. including replacement of windows and doors to mobile class base			£ 71,500			£ 71,500	Health & Safety, Condition 1D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	69
YSGOL CEDEWAIN	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of deteriorating timber ramps to various mobile buildings			£ 43,000			£ 43,000	Health & Safety, Condition 1D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	69
YSGOL CALON CYMRU (BUILTH WELLS SITE)	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Safeguarding - New boundary fencing and lockable access gates to rear of the school Phase 1 - £80,000 in 2020/21 Phase 2 - £80,000 in future years			£ 80,000	£ 80,000		£ 160,000	Health & Safety, Condition 2C, safeguarding, unsuitable teaching and non-teaching facilities	68
YSGOL TREFONNEN	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Alterations to install additional plenum to separate kitchen ventilation and biomass boiler wood store		£ 25,000				£ 25,000	Health & Safety risk, Environmental controls, Condition grading 1D and unsuitable non-teaching spaces	68
YSGOL UWCHRADD CAEREINIION	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Improvements required to oil storage tanks to art block			£ 14,500			£ 14,500	Health & Safety, Condition 2C, Primary energy facilities and non-teaching facilities	68
LLANIDLOES C.P.	Kitchens & associated facilities	CAPITAL	New kitchen servery, PE store extension and associated alterations: Design & enabling works £45,250 in 2019/20 Construction £400,000 in future years			£ 45,250	£ 400,000		£ 445,250	Health & Safety risk, Condition grading 2C, insufficient and unsuitable non-teaching spaces & to meet EHO requirements	68
BANW C.P.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Safeguarding - partial replacement of boundary fencing to rear of the school and playing field and improvements to staff entrance			£ 60,000			£ 60,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching areas & Safeguarding and Security	68
NEWBRIDGE ON WYE C in W	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of intelligent lighting to classrooms and rainwater harvesting control systems			£ 17,175			£ 17,175	Health & Safety risk, Condition grading 1C, unsuitable teaching spaces, environmental controls & reduced CO2 emissions	68
NEWBRIDGE ON WYE C in W	Building fabric (Roofs, windows etc.)	CAPITAL	New high level louvre window and mechanical ventilation to hall			£ 15,500			£ 15,500	Health & Safety risk, Condition grading 1C, unsuitable teaching spaces, environmental controls & reduced CO2 emissions	68
LLANIDLOES H.S.	Kitchens & associated facilities	CAPITAL	Refurbishment of existing shared (High School and Primary) kitchen and canteen building (Block B) to accommodate full use by the High school pupils: Design and enabling works £30,000 in 2019/20 Construction works £800,000 to be confirmed in future years			£ 30,000	£ 800,000		£ 830,000	Health & Safety risk, Condition grading 2C, insufficient and unsuitable non-teaching spaces	68
YSGOL RHIW BECHAN	Building adaptations & additional accommodation	CAPITAL	New fire compartmented screen to 1st floor ICT room and improve ventilation			£ 12,000			£ 12,000	Health & Safety risk, Condition grading 3B, unsuitable teaching	67

SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES

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SCHOOL NAME	Category	Funding Source	PROPOSED PROJECT SCOPE	Approved funding 2018/19 and in previous years	2019/20	2020/21	2021/22	2022/23	Total Estimated Value of Works £	Health & Safety/ Condition grading/ Sufficiency/ Suitability	Overall Project Score
LLANDRINDOD WELLS PRIMARY - CEFNLLYS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New replacement boiler, flue and chimney including and asbestos removal to main school (Block A)			£ 70,000			£ 70,000	Health & Safety, Condition 2C, unsuitable teaching facilities and reduction in CO2 emissions	67
PENYGLODDFA C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New heating and boiler system upgrade to foundation phase blocks B and C (main school) to replace underfloor heating - Remove existing boiler in the centre of the school - extend the system from the existing boiler house and provide new wet heating systems to classbases with underfloor heating				£ 100,000		£ 100,000	Health & Safety risk, Condition grading 2C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	67
LLANSANTFFRAID C IN W V.A.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New boiler BMS control panel and DHW controls to main school and kitchen		£ 12,000				£ 12,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching areas and reduction in CO2 emissions	67
PONTROBERT C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New replacement boilers, pump, controls and asbestos removal to main school				£ 55,400		£ 55,400	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and reduction in CO2	67
TREOWEN C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Replace 2 x Oil fired Boilers, new controls and asbestos removal (will necessitate the construction of a new boiler room as existing too small) Design £10,000 in 2020/21 Construction £90,000 in future years			£ 10,000	£ 90,000		£ 100,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching areas and reduction of CO2	67
LLANIDLOES H.S.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Heat generation/boiler (main school) - Replace underfloor heating in main school with new wet system and BMS controls.			£ 65,000			£ 65,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching areas and reduction of CO2	67
ST MICHAELS V.A.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Contribution towards the replacement of safeguarding fencing (main school) - PCC contribution as part of WG VA Capital grant	£ 25,705	£ 22,863				£ 48,568	Health & Safety risk, Condition grading 1D and Safeguarding & Security	66
NEWTOWN H.S - JOHN BEDDOES CAMPUS	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of corridor windows and roof canopies including all RW goods adjacent to science area, Block J (room ref: J010)			£ 70,000			£ 70,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	66
CRICKHOWELL H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Roof improvements including RW goods, fascia's and soffits to main school Block A including to sports hall, viewing gallery, stairs by English/Science, Offices, ICT room and humanities: Phase 1 £85,000 Phase 2 £317,000 Phase 3 £ to be confirmed			£ 85,000	£ 317,000		£ 402,000	Health & Safety, Condition 1D, unsuitable teaching and non-teaching areas and reduction on CO2 emissions	66
YSGOL CEDEWAIN	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of flat roof coverings to 2 x mobile classbases			£ 108,000			£ 108,000	Health & Safety, Condition 1D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	66
ST MICHAELS V.A.	Building fabric (Roofs, windows etc.)	CAPITAL	Pitched and flat roof refurbishment works including roof lights, coverings, fascia's, soffits and RW goods blocks A (main school) - PCC contribution as part of WG VA Capital grant		£ 16,038	£ 37,422			£ 53,460	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces	66
YSGOL UWCHRADD CAEREINION	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of external fire exit doors (main school)	£ 27,000	£ 23,000	£ 30,000			£ 80,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	66
WELSHPOOL H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Phase 1 - Replacement pitch roof coverings and roof lights to leaking library roof (Block E) including internal damage to ceiling and flooring £25,000 approved in 2018/19 programme £10,000 in 2019/20 (additional funding required) Phase 2 - Partial replacement of pitched roof to technology block including new leadwork £30,000 in future years	£ 25,000	£ 13,000		£ 30,000		£ 68,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	66
MOUNT STREET JUNIOR	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement roof coverings, RW goods and fascia's block A (main school)				£ 185,000		£ 185,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	66

SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES

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SCHOOL NAME	Category	Funding Source	PROPOSED PROJECT SCOPE	Approved funding 2018/19 and in previous years	2019/20	2020/21	2021/22	2022/23	Total Estimated Value of Works £	Health & Safety/ Condition grading/ Sufficiency/ Suitability	Overall Project Score
LLANDYSILIO C in W	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Internal lighting blocks A, C, D and E (main school and mobiles)			£ 20,000			£ 20,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	66
LLANFYLLIN C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement roof coverings, insulation, fascia's, soffits, roof lights and RW goods blocks A-D (main school)				£ 103,000		£ 103,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	66
YSGOL UWCHRADD CAEREINION	Building fabric (Roofs, windows etc.)	CAPITAL	New internal fire doors to comply with statutory regulations (main school)	£ 11,500		£ 32,500			£ 44,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	66
SENNYBRIDGE C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Remedial works to heat distribution radiators blocks A (main school) and structural improvement works to plant room including provision of mechanical extract ventilation to staffroom, changing and toilet areas				£ 133,850		£ 133,850	Health & Safety risk, Condition grading 1C/D & unsuitable non-teaching areas and reduction in CO2 emissions	66
LLANELWEDD C in W	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement external windows to class bases block A rooms A01-A07, A013 (main school)			£ 26,000			£ 26,000	Health & Safety risk, Condition grading 1C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	66
LLANFYLLIN H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	External windows and doors block A-D (main school)				£ 160,000		£ 160,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	66
YSGOL CALON CYMRU (BUILTH WELLS SITE)	Building fabric (Roofs, windows etc.)	CAPITAL	Refurbishment of roofs to Block B (Old School) and adjoining roofs to new building Block A including renewing valley guttering, extractor fans, leadwork, roof lights and fascia's.			£ 115,000			£ 115,000	Health & Safety, Condition 1D and unsuitable teaching and non-teaching facilities	66
YSGOL CALON CYMRU (BUILTH WELLS SITE)	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of external windows and doors to Old School building Block B				£ 200,000		£ 200,000	Health & Safety, Condition 1D and unsuitable teaching and non-teaching facilities	66
BRYNHAFREN C.P.	Building adaptations & additional accommodation	CAPITAL	Resurfacing of junior playground					£ 20,000	£ 20,000		65
VARIOUS SCHOOLS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New ICT equipment to implement digital curriculum in schools		£ 400,000				£ 400,000	Condition 1D, unsuitable teaching and non-teaching spaces	65
GUILSFIELD C.P.	External works and school sports and playground facilities	CAPITAL	New storm water drainage system from the main playground - Flood Prevention		£ 15,000				£ 15,000	Health & Safety risk, Condition grading 1D & unsuitable teaching and non-teaching areas	65
RHAYADER C in W	External works and school sports and playground facilities	CAPITAL	Partial replacement of storm water drainage system from the main playground - Flood Prevention		£ 15,000				£ 15,000	Health & Safety risk, Condition grading 1D & unsuitable teaching and non-teaching areas	65
CROSSGATES C.P.	External works and school sports and playground facilities	CAPITAL	New storm water drainage system at the top of the playing field - Flood Prevention		£ 15,000				£ 15,000	Health & Safety risk, Condition grading 1D & unsuitable teaching and non-teaching areas	65

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WELSHPOOL H.S.	External works and school sports and playground facilities	CAPITAL	Phased remedial works to storm and foul water drainage system on school site: Phase 1 £25,000 2020/21 Phase 2 £50,000 2021/22 Phase 3 £75,000 2022/23			£ 25,000	£ 50,000	£ 75,000	£ 150,000	Health & Safety risk, Condition grading 1D & unsuitable teaching and non-teaching areas	65
LLANGATTOCK VA School	External works and school sports and playground facilities	CAPITAL	Resurface main playground and adjacent access pathways		£ 15,000				£ 15,000	Health & Safety risk, Condition grading 1D & unsuitable teaching and non-teaching areas	65
BRYNLLYWARCH SPECIAL SCHOOL	Building fabric (Roofs, windows etc.)	CAPITAL	Reinstate partial collapsed Cupola roof (Listed Building) and remove temporary scaffolding and structural supports			£ 62,500			£ 62,500	Health & Safety, Condition 1D, unsuitable teaching and non-teaching facilities	65
RHAYADER C in W	Building fabric (Roofs, windows etc.)	CAPITAL	External walls (main school) - Repoint walls at high and low level including replacement bricks and replacement of deteriorated render			£ 10,500			£ 10,500	Health & Safety, Condition 2D, unsuitable teaching and non-teaching facilities	65
GUILDFIELD C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	New internal replacement safety flooring and refurbishment corridor flooring: Phase 1 - Nursery building including toilet area (Block C) £15,000 Phase 2 - Main school £80,000 in future years	£ 15,000		£ 40,000	£ 40,000		£ 95,000	Health & Safety risk, Condition grading 1D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	65
YSGOL RHIW BECHAN	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of external doors from Foundation Phase classrooms which are rotting			£ 20,000			£ 20,000		65
YSGOL RHIW BECHAN	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of rotten fascia's and soffits to main school building			£ 20,000			£ 20,000		65
SENNYBRIDGE C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	New internal fire resistant doors and ironmongery blocks A and B (main school and canteen/kitchen)				£ 17,500		£ 17,500	Health & Safety, Condition 1D, unsuitable teaching and non-teaching areas	65
BUILTH WELLS C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	New external canopy for Early Years play			£ 18,600			£ 18,600	Health & Safety, unsuitable and insufficient teaching area, Safeguarding and Security.	65
LLANIDLOES H.S.	External works and school sports and playground facilities	CAPITAL	Part resurface access road including all associated improvements to drainage lead to rear of schools			£ 50,000			£ 50,000	Health & Safety risk, Condition grading 1D & unsuitable teaching and non-teaching areas	65
LLANFAIR CAEREINIION C.P.	External works and school sports and playground facilities	CAPITAL	Tarmac on the playground is failing - playground has to be swept regularly in order for it to be safe for pupils to play on. Resurface playground tarmac including all associated improvements to drainage; Phase 1 - Resurface upper playground £29,000 Phase 2 - Resurface lower playground £20,000			£ 49,000			£ 49,000	Health & Safety risk, Condition grading 1D & unsuitable teaching and non-teaching areas	65
YSGOL RHIW BECHAN	External works and school sports and playground facilities	CAPITAL	Resurface playground tarmac including all associated improvements to drainage			£ 15,000			£ 15,000	Health & Safety risk, Condition grading 1D & unsuitable teaching and non-teaching areas	65
LLANSANTFFRAID C IN W V.A.	External works and school sports and playground	CAPITAL	Resurface playground tarmac including all associated improvements to drainage			£ 15,000			£ 15,000	Health & Safety risk, Condition grading 1D &	65
RADNOR VALLEY C.P.	External works and school sports and playground facilities	CAPITAL	Phased resurfacing of the playground tarmac including all associated improvements to drainage and safeguarding fencing and gates to separate visitor access into main school: Phase 1 New safeguarding fencing and gate access to separate visitor access into main school £10,000 in 2019/20 Phase 2 Resurface playground £15,000 in 2020/21		£ 10,000	£ 15,000			£ 25,000	Health & Safety risk, Condition grading 1D & unsuitable non-teaching areas	65
CRICKHOWELL C.P.	External works and school sports and playground facilities	CAPITAL	Resurface playground tarmac including all associated improvements to drainage			£ 35,000			£ 35,000	Health & Safety risk, Condition grading 1D & unsuitable teaching and non-teaching areas	65

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CRICKHOWELL H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Roof improvements to dining hall (Block A) to strip of slates and fix new membrane the reinstate roof. Include remedial works to wooden fascia's			£ 16,200			£ 16,200	Health & Safety, Condition 1D, unsuitable teaching and non-teaching areas and reduction on CO2 emissions	64
SENNYBRIDGE C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	New flat roof, roof lights, guttering and down pipes over main school toilets, cloakrooms and teaching areas				£ 100,000		£ 100,000	Health & Safety risk, Condition grading 2D, unsuitable teaching and non-teaching spaces	64
LLANDRINDOD WELLS PRIMARY - CEFNLLYS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Replacement of 6No. x boilers and flue including, upgrade BMS and controls including asbestos removal to main school			£ 68,600			£ 68,600	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	64
KNIGHTON C in W	Toilets & cloakrooms	CAPITAL	Phase 2 - Refurbishment of girls toilets room C030, Block C (main school)			£ 50,000			£ 50,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching spaces & reduced CO2 emissions	64
MOUNT STREET INFANTS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Heat generation/boiler block A (main school) - Replace 2 x new burners to air blowing heating system including asbestos removals and commissioning			£ 11,450			£ 11,450	Health & Safety, Condition 2D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	64
MAESYRHANDIR C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of rotting windows/curtain walling and external doors to Early Years Specialist Unit (Block C) rooms C1-8 respectively			£ 25,000			£ 25,000	Health & Safety, Condition 2D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	64

SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES

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LEIGHTON C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New replacement oil fired boilers x 2No and pumps, controls and BMS panel (Block A main school). Replacement of cast radiators including all alterations and recommissioning works Block A (main school).			£ 74,000			£ 74,000	Health & Safety risk, Condition grading 3C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	64
BRYNLLYWARCH SPECIAL SCHOOL	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New replacement burner to boiler, upgrade controls and asbestos removal to 6th form (block B)			£ 13,225			£ 13,225	Health & Safety, Condition 2D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	64
LLANFYLLIN H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Phased replacement of existing metal and single glazed windows with new double glazed windows to main school Phase 1 £150,000 Phase 2 £150,000 Phase 3 £150,000			£ -	£ 150,000	£ 300,000	£ 450,000	Health & Safety, Condition 2D, unsuitable teaching and non-teaching areas and reduction in CO2 emissions	64
TREOWEN C.P.	Toilets & cloakrooms	CAPITAL	Phased toilet refurbishment works (including Foundation Phase) to main school (Block A): Phase 1 rooms A13, A16, A18 and A19 in main school (block A) £60,000 Phase 2 rooms A25, A26 and A44 in main School (Block A) £40,000			£ 60,000	£ 40,000		£ 100,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching spaces & reduced CO2 emissions	64
BUTTINGTON/TREWERN C.P.	Kitchens & associated facilities	CAPITAL	New kitchen extract and ventilation system, dishwasher unit, floor coverings, wipe able ceilings and lighting to meet EHO requirements including all associated works to make good to exterior roof to main school			£ 95,000			£ 95,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching spaces	64
LLANIDLOES C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New single boiler to main school (block A) including controls and BMS system			£ 43,000			£ 43,000	Health & Safety risk, Condition grading 2C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	64
LLANIDLOES C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Replacement of Clyde combustion gas fired shell type boiler in a poor condition to main school (block B)			£ 35,000			£ 35,000	Health & Safety risk, Condition grading 2C, unsuitable teaching and non-teaching spaces &	64
LLANIDLOES C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Heating for the building is distributed through cast iron radiators which have exceeded their recommend life expectancy and should be scheduled for replacement to main school (blocks A, B, C, D, E and H)			£ 92,000			£ 92,000	Health & Safety risk, Condition grading 2C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	64
LLANIDLOES C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Replace all stained, dated and loose carpet throughout, with dated and torn vinyl to kitchen area to main school (block B). To include any making good of asbestos floor tiles.			£ 26,000			£ 26,000	Health & Safety risk, Condition grading 2C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	64
GUILDFIELD C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement external windows and doors blocks A, B and D (main school) including new window blinds: Phase 1 Replacement of external door block A £10,000 in 2019/20 Phase 2 Classbases and corridors blocks A and B and D £50,000 in 2020/21		£ 10,000	£ 50,000			£ 60,000	Health & Safety risk, Condition grading 2D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	64
GUILDFIELD C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of rotten external asbestos fascia's, soffits and guttering to teaching block C		£ 30,000				£ 30,000	Health & Safety risk, Condition grading 2D, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	64
BUTTINGTON/TREWERN C.P.	Toilets & cloakrooms	CAPITAL	Refurbishment toilets and cloakroom (references A005, A007, A013, D009, D008a, D008b, D008b D001 and D011) Phase 1 - £75,000 Phase 2 - £100,000 Phase 3 - £100,000			£ 75,000	£ 100,000	£ 100,000	£ 275,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching spaces & reduced CO2 emissions	64
CRADOC C.P.	Toilets & cloakrooms	CAPITAL	Refurbishment toilets and cloakroom (references A001a, A009, A011, A012, A013, A014, A023 and A027) Phase 1 - £45,000 Phase 2 - £45,000			£ 45,000	£ 45,000		£ 90,000	Health & Safety, Condition 2C unsuitable non-teaching spaces, and reduction of CO2	64
CRICKHOWELL C.P.	Toilets & cloakrooms	CAPITAL	Refurbishment of junior toilets. KS2 toilets are in a poor condition and suffer from poor ventilation.			£ 76,000			£ 76,000	Health & Safety, Condition 2C unsuitable non-teaching spaces, and reduction of CO2	64
LLANERFYL VA FOUNDATION SCHOOL	Toilets & cloakrooms	CAPITAL	Toilet - Refurbishment toilets and cloakroom (references H01b, B006/8)			£ 45,000			£ 45,000	Health & Safety, Condition 2C unsuitable non-teaching spaces, and reduction of CO2	64
LLANGYNIDR C.P.	Toilets & cloakrooms	CAPITAL	Refurbishment toilets and cloakroom (references A013, A014, A016, A017, A020, A028 and A029) Phase 1 - £65,000 Phase 2 - £65,000			£ 65,000	£ 65,000		£ 130,000	Health & Safety, Condition 2C unsuitable non-teaching spaces, and reduction of CO2	64

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MAESYRHANDIR C.P.	Toilets & cloakrooms	CAPITAL	Toilet - Refurbishment toilets and cloakroom (references A019, A020, A036, A037a/b, A045, C004, C008 and C012) Phase 1 - £84,000 Phase 2 - £84,000			£ 84,000	£ 84,000		£ 168,000	Health & Safety, Condition 2C unsuitable non-teaching spaces, and reduction of CO2	64
MOUNT STREET INFANTS	Toilets & cloakrooms	CAPITAL	Refurbishment toilets and cloakroom (references A010, A020, A021, A037, A054 and A055) Phase 1 - £72,000 Phase 2 - £72,000			£ 72,000	£ 72,000		£ 144,000	Health & Safety, Condition 2C unsuitable non-teaching spaces, and reduction of CO2	64
PENYGLODDFA C.P.	Toilets & cloakrooms	CAPITAL	Refurbishment toilets and cloakroom (references A005, A006, A010a, A010b, A011, A011b, C005, B003, B004, B001, B008, B009 and B011) Phase 1 - £70,000 Phase 2 - £70,000 Phase 3 - £70,000			£ 70,000	£ 70,000	£ 70,000	£ 210,000	Health & Safety, Condition 2C, unsuitable non-teaching and reduction of CO2	64
YSGOL LLANBRYNMAIR	Toilets & cloakrooms	CAPITAL	Toilet - Refurbishment toilets and cloakroom (references A001, A002, A011, A012, A013a, A015, A016, A017 and A018) Phase 1 - £65,000 Phase 2 - £70,000			£ 65,000	£ 70,000		£ 135,000	Health & Safety, Condition 2C unsuitable non-teaching spaces, and reduction of CO2	64
LLANFECHAIN C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Phased replacement of external windows and fire exit doors to classbases and admin block on front elevation: Phase 1 New replacement windows and external fire exit doors to classbases including improvements to external step egress Phase 2 New replacement windows to admin and toilets to front elevation of main school External windows and doors block A-D (main school)			£ 37,500	£ 17,175		£ 54,675	Health & Safety, Condition 1D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	64
CARREGHOFA C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New replacement boiler, upgrade controls and asbestos removal to main school (Block A)			£ 21,000			£ 21,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and CO2 reduction	64
CASTLE CAERINION C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New boiler, controls and asbestos removal to main school (Block A)			£ 42,825			£ 42,825	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and CO2 reduction	64
LLANDRINDOD H.S.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Fire alarms and emergency lighting blocks A, B, C2, C4 and D (main school and mobile)- Fire alarms to be put on one system instead of three separate systems to ensure all classes hear the alarm together.			£ 35,000			£ 35,000	Health & Safety risk, Condition grading 2C, unsuitable teaching spaces & reduced CO2 emissions	64
YSGOL CALON CYMRU (BUILT WELLS SITE)	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Replacement pumps to plant room			£ 30,000			£ 30,000	Health & Safety, Condition 1D and unsuitable teaching and non-teaching facilities	64
PENYGLODDFA C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Phased replacement of switchgear and distribution boards to main school: Block A £31,000 in 2019/20 Block B £31,000 in 2020/21 Block C £31,000 in 2021/22			£ 31,000	£ 31,000	£ 31,000	£ 93,000	Health & Safety risk, Condition grading 2C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	63
LLANIDLOES H.S.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Replacement of Electrical local distribution boards (main school)			£ 11,500			£ 11,500	Health & Safety, Condition 2C, unsuitable teaching and non-teaching areas	63
RHAYADER C in W	Kitchens & associated facilities	CAPITAL	New kitchen extract system including all alterations to services to meet EHO requirements			£ 37,000			£ 37,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching spaces to meet EHO requirements	63
NEWTOWN H.S - NEWTOWN CAMPUS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Refurbishment of Science labs x 2No. Block J - 20No. Science benches require replacing, very dated and damaged where wood is split.			£ 110,000			£ 110,000	Health & Safety, Condition 2C and unsuitable teaching and environmental controls to facilities	63
SENNYBRIDGE C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	New roof covering, fascia's, soffits, RW goods and roof lights to main school Design & Construction £300,000 in future years				£ 150,000	£ 150,000	£ 300,000	Health & Safety, Condition 1C, unsuitable teaching and non-teaching areas and reduction on CO2 emissions	62
LLANFYLLIN H.S.	Toilets & cloakrooms	CAPITAL	Refurbishment of pupil shower and changing areas to main school			£ 68,700			£ 68,700	Health & Safety, Condition 2C, unsuitable teaching and non-teaching areas and reduction in CO2 emissions	62

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LEIGHTON C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement flat roof to mobile accommodation including all new fascia's and rainwater goods block C (mobile) including all internal remedial works			£ 47,500			£ 47,500	Health & Safety, Condition 2C, unsuitable teaching areas, and reduction of CO2	62
ARDLLEN C.P.	Kitchens & associated facilities	CAPITAL	New kitchen extract system, white rock wall surfaces in kitchen, kitchen and storeroom floor covering and replacement of wooden roller shutter to meet EHO requirements			£ 75,000			£ 75,000	Health & Safety risk, Condition grading 2B, unsuitable non-teaching spaces to meet EHO requirements	62
LLANFYLLIN C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Partial replacement of external large windows and doors to main school and hall Phase 1 £20,000 in 2019/20 Phase 2 £30,000 in future years			£ 20,000	£ 30,000		£ 50,000	Health & Safety risk, Condition grading 1C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	62
YSGOL UWCHRADD CAEREINION	Toilets & cloakrooms	CAPITAL	Toilet - Refurbishment toilets and cloakroom (references D020, D021, D022 & D089 plus J008, J013 & J015) - Toilets (main school) - Upgrade both staff and pupil toilet facilities. Staff toilet provision is both basic and limited. Pupil toilets in the main building are ng great need of upgrading and modernisation. Phase 1 - £80,000 Phase 2 - £85,000			£ 80,000	£ 85,000		£ 165,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching spaces & reduced CO2 emissions	62
LADYWELL GREEN N & I	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Heat distribution radiators block B (main school) - Heating is supplied by 5 no electric radiators that look in poor condition should be replaced. New TRV's to ensure even heat distribution throughout school				£ 21,500		£ 21,500	Health & Safety, Condition 2C, unsuitable teaching and non-teaching areas and reduction of CO2	62
ABERMULE C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Heat generation/boiler systems - Replacement gas wall heaters: Infants porta cabin - 3N ^o in poor condition 40kw Library porta cabin - 1N ^o in poor condition 40KW				£ 21,000		£ 21,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	62
NEWTOWN H.S - JOHN BEDDOES CAMPUS	Building fabric (Roofs, windows etc.)	CAPITAL	New replacement roof coverings including insulation to teaching block B (4 storey block) and block K (adj to Ivor Hughes Centre) (main school) Design £20,000 in 2018/19 Construction £TBC in future years				£ 20,000	£ to be confirmed	£ 20,000	Health & Safety risk, Condition grading 1C, unsuitable non-teaching spaces & reduced CO2 emissions	62
NEWTOWN H.S - NEWTOWN CAMPUS	Building fabric (Roofs, windows etc.)	CAPITAL	Phased replacement guttering, to replace rotten fascia's and soffits new downpipes and R.W. goods including removal of asbestos: Technology Block B - Replacement of rotten fascia's, asbestos soffit boards, new aluminium guttering and downpipes. Partial replacement of pitched roof tiles over plant room and adjacent areas including associated works. Hall Block L - Replacement of fascia's, soffit boards, new aluminium guttering and downpipes including associated works £60,000 in 2018/19 Technology Block J - Partial replacement of fascia's, soffit boards, new aluminium guttering and downpipes. Partial replacement of pitched roof tiles over plant room and adjacent areas including associated works £80,000 in 2020/21 Gyms Block F and Food Technology Block - Replacement of fascia's, soffit boards, new aluminium guttering and downpipes including associated works £90,000 in future years	£ 60,000			£ 80,000	£ 90,000	£ 230,000	Health & Safety, Condition 2D, unsuitable teaching and non-teaching facilities	61
FORDEN C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New boiler, controls and asbestos removal to main school (Block A)				£ 55,440		£ 55,440	Health & Safety, Condition 3C, unsuitable teaching and non-teaching facilities and reduction in CO2	61
LADYWELL GREEN N & I	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Internal lighting blocks A and B (main school) - Block A Lighting for the block consists of surface mounted single/twin fittings which are in a poor condition and should be replaced. Block B Lighting for the block consists of pendant lighting which looks to be in poor condition.				£ 50,000	£ 60,000	£ 110,000	Health & Safety, Condition 2C, unsuitable teaching areas, and reduction of CO2	61
LLANFECHAIN C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Ground floor finish blocks A-C (main school) - Refurbishment of Granwood corridor and hall flooring			£ 10,500			£ 10,500	Health & Safety, Condition 2D, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	61
YSGOL CALON CYMRU (BUILT WELLS SITE)	Building fabric (Roofs, windows etc.)	CAPITAL	External walls, windows and doors block D (Pavilion) - Several windows, doors and fascia boards have rotted through and need replacing			£ 50,000			£ 50,000	Health & Safety, Condition 2D and unsuitable teaching and non-teaching facilities	61

SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES

SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES											
Status: DRAFT FOR COMMENTS				£	-						
Last updated: 25th July 2019											
SCHOOL NAME	Category	Funding Source	PROPOSED PROJECT SCOPE	Approved funding 2018/19 and in previous years	2019/20	2020/21	2021/22	2022/23	Total Estimated Value of Works £	Health & Safety/ Condition grading/ Sufficiency/ Suitability	Overall Project Score
YSGOL CALON CYMRU (BUILTH WELLS SITE)	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of ceiling tiles in lobby area of main school.				£ 15,000		£ 15,000	Health & Safety, Condition 2C and unsuitable teaching and non-teaching facilities	61
YSGOL UWCHRADD CAEREINION	External works and school sports and playground facilities	CAPITAL	Resurface the All weather pitch and undertake drainage improvements contribution			£ 50,000	£ -		£ 50,000	Health & Safety risk, Condition grading 2D & unsuitable Statutory Team Game area	60
RADNOR VALLEY C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	New safety flooring to hall floor and adjacent corridors to main school				£ 15,500		£ 15,500	Health & Safety risk, Condition grading 2D, unsuitable teaching and non-teaching spaces &	60
LLANFAES C.P.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Resurface playground tarmac including all associated improvements to drainage				£ 40,000		£ 40,000	Health & Safety risk, Condition grading 2D & unsuitable non-teaching areas	60
YSGOL RHIW BECHAN	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	Resurface front car park road including all associated improvements to drainage			£ 75,000			£ 75,000	Health & Safety risk, Condition grading 2D & unsuitable non-teaching areas	60
LLANFYLLIN H.S.	External works and school sports and playground facilities	CAPITAL	New external tennis court rebound fencing and gates - tennis court fencing in poor condition			£ 27,500			£ 27,500	Health & Safety risk, Condition grading 2D & unsuitable Statutory Team Game area	60
CRICKHOWELL C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Heat distribution radiators block A, B and C (main school) to be confirmed					£ -	£ -		59
CRICKHOWELL H.S.	Toilets & cloakrooms	CAPITAL	Toilets - Refurbishment of girls and staff toilets (lower ground floor)			£ 108,000			£ 108,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching spaces & reduced CO2 emissions	59
SENNYBRIDGE C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Ground Internal floors block A (main school) - removal of asbestos floor tiles, new screed and floor covering to corridors/circulation.			£ 24,000			£ 24,000	Health & Safety risk, Condition grading 1C, unsuitable teaching and non-teaching spaces &	59
YSGOL UWCHRADD CAEREINION	Primary Energy source, Environmental & Services	CAPITAL	Replacement wall heaters to rooms 59 and 60			£ 14,000	£ 14,000		£ 28,000	Health & Safety risk, Condition grading 2C,	59
LLANIDLOES H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement roof to plant room/store to courtyard between maths and technology block (Block H)				£ 30,000		£ 30,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching space and CO2 reduction	59
LLANFYLLIN H.S.	Toilets & cloakrooms	CAPITAL	Toilets boys and girls block D (main school room ref: D008, D011 and D012) Design £10,000 in 2019/20 Construction £80,000 in future years			£ 10,000	£ 80,000		£ 90,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching spaces & reduced CO2 emissions	59
MOUNT STREET JUNIOR	Kitchens & associated facilities	CAPITAL	New kitchen ventilation over the hobs and dishwasher unit, new suspended ceiling and lighting and new white rock to walls to meet EHO requirements.			£ 52,000			£ 52,000	Health & Safety risk, Condition grading 1C & to meet EHO requirements	59
LLANFYLLIN H.S.	Toilets & cloakrooms	CAPITAL	Refurbishment of girls toilets Block B (room ref: B008)			£ 45,000			£ 45,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching spaces & reduced CO2 emissions	59
NEWTOWN H.S - JOHN BEDDOES CAMPUS	Building fabric (Roofs, windows etc.)	CAPITAL	Internal ground and upper floor and stairs blocks A, C and J (main school and 6th form block) remove asbestos and new replacement flooring			£ 33,000			£ 33,000		59
YSGOL UWCHRADD CAEREINION	Building fabric (Roofs, windows etc.)	CAPITAL	Partial replacement flat roof covering to first floor turrets including fascia's and soffits (main school) Roof structure, coverings, fascia's and soffits, RW goods (main school) - Felt flat roof covering to the two first floor			£ 23,000			£ 23,000	Health & Safety risk, Condition grading 1C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	59
LLANIDLOES H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	New replacement flat roofing works to blocks N & O (mobiles) including all making good works			£ 22,000			£ 22,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching spaces and reduction in CO2	59
LLANBISTER C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Subterranean boiler room - environmental clean of asbestos to cellar walls and floor including reincapsulation of asbestos. Electrical remedial works following asbestos cleaning works noted above.			£ 17,500			£ 17,500	Health & Safety risk, Condition grading 2C & non-teaching spaces	58

SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES

Status: DRAFT FOR COMMENTS

Last updated: 25th July 2019

SCHOOL NAME	Category	Funding Source	PROPOSED PROJECT SCOPE	Approved funding 2018/19 and in previous years	2019/20	2020/21	2021/22	2022/23	Total Estimated Value of Works £	Health & Safety/ Condition grading/ Sufficiency/ Suitability	Overall Project Score
LLANDRINDOD H.S.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Upgrade and extend CCTV system to main school			£ 28,750			£ 28,750	Health & Safety, Condition 1C, Safeguarding and Security	58
LLANIDLOES H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Phased replacement of single glazed steel cased units for aluminium double glazed to match existing new windows to main school (various blocks A, C, E, F, H, I, N & O). Include remedial works to concrete lintel's above windows External windows and doors blocks A-G and M (main school) - Replacement windows in science, music and hall areas.			£ 136,219	£ 105,948	£ 137,973	£ 380,140	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and CO2 reduction	57
LLANIDLOES H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Ground floor ceilings blocks A, B, E, F and H (main school) - Replacement of mineral tile suspended ceiling with new suspended insulated ceilings (ASSESS)				£ 58,000		£ 58,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and CO2 reduction	57
NEWTOWN H.S - NEWTOWN CAMPUS	Building fabric (Roofs, windows etc.)	CAPITAL	Ground floor ceilings block G (main school) - Replacement of mineral tile suspended ceiling with new suspended insulated ceilings				£ 10,100		£ 10,100	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and CO2 reduction	57
LEIGHTON C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement flat roof including fascia's, soffits and RW goods block C (main school) including associated internal remedial works				£ 54,500		£ 54,500	Health & Safety, Condition 2C and unsuitable teaching area and reduction of CO2 emissions	57
NEWTOWN H.S - NEWTOWN CAMPUS	Building fabric (Roofs, windows etc.)	CAPITAL	Phased replacement of external windows and doors block H and J (main school) - Windows - inside hall/canteen/boiler house part of Block F, G, I and J 2020/21 £200,000 2021/22 £200,000 2022/23 £200,000			£ 200,000	£ 200,000	£ 200,000	£ 600,000	Health and Safety, Condition 2C, unsuitable teaching and non-teaching spaces and reduction in CO2 emissions	57
WELSHPOOL H.S.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Conversion of existing boilers from oil to natural gas to reduce CO2 emissions and energy savings Link and upgrade 3 x boiler controls to main school to improve efficiency (various blocks to main school)			£ 100,000			£ 100,000	Health & Safety risk, Condition grading 3B, reduced CO2 emissions and improve energy rating	55
LLANIDLOES H.S.	External Access & Fencing (paths, roads, parking etc.)	CAPITAL	New safeguarding and security fencing to separate High and Primary schools on playing field and to restrict public access			£ 50,000			£ 50,000	Health & Safety, unsuitable teaching area, Safeguarding and Security.	55
BUTTINGTON/TREWERN C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Ground floor ceiling blocks A, C and D (main school and kitchen) E to be confirmed						£ -		54
LADYWELL GREEN N & I	Building fabric (Roofs, windows etc.)	CAPITAL	External windows and doors block B (main school) - single pane and metal framed Crittal type Phase 1 - Design and phasing for replacement Phase 2 - Replacement windows to hall Phase 3 - Replacement windows to main school				£ 140,000	£ 140,000	£ 280,000	Health & Safety, Condition 2C, unsuitable teaching areas, and reduction of CO2 emissions	54
YSGOL UWCHRADD CAEREINION	Building fabric (Roofs, windows etc.)	CAPITAL	Replace damaged Asphalt floors in laboratories and corridors in main school				£ 30,000		£ 30,000	Health & Safety risk, Condition grading 2C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	54
PENYGLODDFA C.P.	Primary Energy source, Environmental & Services distribution systems	CAPITAL	New replacement boiler and associated works to BMS controls (Block E) main school				£ 17,700		£ 17,700	Health & Safety risk, Condition grading 3C, unsuitable teaching and non-teaching spaces &	54
NEWTOWN H.S - NEWTOWN CAMPUS	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement roof coverings, fascia's, soffits and roof deck structure to the 6th form block C				£ 86,000		£ 86,000	Health & Safety, Condition 2C, Primary Energy source, unsuitable non-teaching area.	54
LLANFAIR CAEREINION C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Re-roofing including underlay, guttering, downpipes and roof lights, flashing including all associated works: Phase 1 - Re-roofing to South-West elevation £67,000 in 2017/18 Phase 2 - Re-roofing to North-East elevation and provision of new entrance canopy £79,000 in future years					£ 79,000	£ 146,000	Health & Safety risk, Condition grading 3C, unsuitable non-teaching spaces and reduced CO2 emissions	54

SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES

SCHOOL NAME	Category	Funding Source	PROPOSED PROJECT SCOPE	Approved funding 2018/19 and in previous years	2019/20	2020/21	2021/22	2022/23	Total Estimated Value of Works £	Health & Safety/ Condition grading/ Sufficiency/ Suitability	Overall Project Score
Status: DRAFT FOR COMMENTS				£	-						
Last updated: 25th July 2019											
LLANIDLOES C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	External windows and doors block A,B, C, D, E and G (main school) - Installation of double glazed units windows to replace current metal framed single glazed units. Installation of external doors.				£ 100,000	£ 40,000	£ 140,000	Health & Safety, Condition 2C unsuitable teaching and non-teaching spaces and reduction of CO2	54
NEWTOWN H.S - JOHN BEDDOES CAMPUS	Building fabric (Roofs, windows etc.)	CAPITAL	Roof lights, coverings, fascia's, soffits and RW goods blocks A and B (main school) Phase 1 - Replacement of four storey block B (main school) £73,000 Phase 2 - Replacement of Ivor Hughes Centre pitched roofing including alterations to external heating system £75,000			£ 73,000	£ 75,000		£ 148,000	Health & Safety risk, Condition grading 2C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	54
MAESYRHANDIR C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Renew roofing and associated works to parts of Blocks A & C (Roof - needs attention - learning support unit, infants class, corridor from Yr 1 to unit, Hall - leaks are numerous and damaging fabric) Phase 1 - Design for replacement roofs over Infants and learning support £15,000 Phase 2 - Replacement roofs £165,000				£ 15,000	£ 165,000	£ 180,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	54
NEWTOWN H.S - NEWTOWN CAMPUS	Building fabric (Roofs, windows etc.)	CAPITAL	Ground floor ceilings block C (main school) - Replace aged mineral tiles with new suspended ceilings and lighting.				£ 25,000		£ 25,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and reduction in CO2	54
BANW C.P	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of external windows to toilets, corridors and hall to main school				£ 60,000		£ 60,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	54
GLADESTRY C in W.V.A.	Building fabric (Roofs, windows etc.)	CAPITAL	New replacement flat roof covering including roof lights, fascia's and fascia's/guttering to pitch roof. New insulated suspended ceilings in classbases including all alterations to services to main school.				£ 80,000		£ 80,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and reduction of CO2 emissions	54
LLANDINAM C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of plasterboard ceiling to main circulation routes, extension and foundation phase with suspended ceiling and insulation - Assess				£ 20,000		£ 20,000	Health & Safety, Condition 2C, unsuitable teaching areas, and reduction of CO2 emissions	54
LLANFYLLIN H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Refurbishment and replacement flat roofs and decking including RW goods, roof lights over dining room & circulation area adj to hall				£ 405,000		£ 405,000	Health & Safety risk, Condition grading 2C, unsuitable teaching and non-teaching spaces &	54
BUTTINGTON/TREWERN C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Renew roof including roof fascia's, soffits and RW goods block C (main school) Design £10,000 in 2019/20 Construction £120,000 in 2020/21				£ 130,000		£ 130,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	54
CRICKHOWELL C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement of flooring in all teaching areas other than the Year 5 & 6 classes. Carpet is significantly worn and poses trip hazard.						£ -		54
GUILDFIELD C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Removal and replacement of asbestos roof fascia's, soffits including RW goods blocks A, B and D (main school and kitchen roofs)				£ to be confirmed		£ -	Health & Safety risk, Condition grading 2C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	54
LLANDYSILIO C in W	Building fabric (Roofs, windows etc.)	CAPITAL	Refurbishment of existing floor to main school to remove holes in the existing floors				£ 10,750		£ 10,750	Health & Safety, Condition 2C, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	54
LLANFYLLIN C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Ground floor finish - replacement of some vinyl flooring and carpets				£ 14,400		£ 14,400	Health & Safety risk, Condition grading 2C, unsuitable teaching and non-teaching spaces &	54
NEWTOWN H.S - NEWTOWN CAMPUS	Building fabric (Roofs, windows etc.)	CAPITAL	Ground floor floors block H Carpet throughout class room, admin spaces and general circulation including stairs with vinyl to WCs only. Carpet requires replacing throughout.				£ 35,000		£ 35,000	Health & Safety, Condition 2C, unsuitable teaching and non-teaching areas.	54
MOUNT STREET INFANTS	Building fabric (Roofs, windows etc.)	CAPITAL	Roof covering and new guttering replacement to the main school £100,000 (C3) Partial flat roof replacement over nursery class base (AO24 & AO28) £10,000 (C1)				£ 157,450		£ 157,450	Health & Safety, Condition 3C, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	54

SCHOOLS SERVICE ASSET MANAGEMENT PLAN - BUILDING AND SITE PRIORITIES											
Status: DRAFT FOR COMMENTS				£	-						
Last updated: 25th July 2019											
SCHOOL NAME	Category	Funding Source	PROPOSED PROJECT SCOPE	Approved funding 2018/19 and in previous years	2019/20	2020/21	2021/22	2022/23	Total Estimated Value of Works £	Health & Safety/ Condition grading/ Sufficiency/ Suitability	Overall Project Score
LLANIDLOES H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Internal walls, doors and ceilings blocks N & O (mobiles) - water marks to ceiling indicating comprise to ceiling finishes. Water marks and evidence of damp noted throughout, replace areas of damaged plaster and boarding subject to damp.				£ 80,000		£ 80,000	Health & Safety risk, Condition grading 2C, unsuitable non-teaching spaces and reduction in CO2	54
NEWTOWN H.S. - NEWTOWN CAMPUS	Primary Energy source, Environmental & Services distribution systems	CAPITAL	Replacement windows and associated works Block D and F in 2022/23					£ 119,000	£ 119,000	Health & Safety, Condition 2C and unsuitable teaching and environmental controls to facilities	54
BRYNLLYWARCH SPECIAL SCHOOL	Building fabric (Roofs, windows etc.)	CAPITAL	External windows, block B - Replacement of metal windows throughout the school £ to be confirmed						£ -		53
LLANIDLOES H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement flooring to science labs Block D (main school)				£ 15,000		£ 15,000	Health & Safety risk, Condition grading 2C, insufficient non-teaching space and	53
LLANIDLOES H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Refurbish ceramic and parquet flooring to Blocks E and F (main school)				£ 23,000		£ 23,000	Health & Safety risk, Condition grading 2C,	53
LLANIDLOES H.S.	Building fabric (Roofs, windows etc.)	CAPITAL	Science benching block D (main school) - Science benches to labs are well past useful life, damaged and isolated indentations throughout would assume the work benches with gas and electric services were fitted when the school				£ 14,000		£ 14,000	Health & Safety risk, Condition grading 2C,	53
RHAYADER C in W	Building fabric (Roofs, windows etc.)	CAPITAL	Refurbish staff WC A007. Replace kitchen base units to classrooms.				£ 11,250		£ 11,250	Health & Safety, Condition 2C, unsuitable non-teaching areas	53
CRICKHOWELL C.P.	Primary Energy source, Environmental & Services	CAPITAL	Mains supplies blocks A, B and C						£ -		53
PENYGLODDFA C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Small kitchen areas to teaching bases, replacement on internal doors x 18No. in Block C (main school)				£ 20,600		£ 20,600	Health & Safety risk, Condition grading 2C and	53
CHURCHSTOKE C.P.	Toilets & cloakrooms	CAPITAL	Toilets (Block A)				£ 50,000		£ 50,000	Health & Safety risk, Condition grading 3C, unsuitable non-teaching spaces & reduced CO2 emissions	51
MOUNT STREET INFANTS	Building fabric (Roofs, windows etc.)	CAPITAL	Replacement internal ceiling tiles to main school from water ingress				£ 12,500		£ 12,500	Health & Safety, Condition 3C, unsuitable teaching and non-teaching areas and reduction on CO2 emissions	51
CASTLE CAEREINION C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	New roof coverings, fascia's, soffits and RW goods blocks A (main school)				£ 70,000		£ 70,000	Health & Safety risk, Condition grading 3C, unsuitable teaching and non-teaching spaces & reduced CO2 emissions	51
BUTTINGTON/TREWERN C.P.	Building fabric (Roofs, windows etc.)	CAPITAL	Renew roof covering including fascia's, soffits and RW goods blocks A and D (main school) Design £15,000 in 2021/22 Construction from 2022/23 £200,000				£ 15,000	£ 200,000	£ 215,000	Health & Safety, Condition 3C, unsuitable teaching and non-teaching facilities and reduction in CO2 emissions	51
PROGRAMME CONTINGENCY					£ 50,000	£ 100,000	£ 100,000	£ 100,000			
TOTAL ESTIMATED COSTS OF PROGRAMME				£ 1,226,931	£ 2,417,628	£ 6,373,667	£ 7,692,813	£ 2,681,723	£ 20,392,762		
TOTAL BUDGET ALLOCATION				£ 1,226,931	£ 2,417,628	£ 4,152,980	£ 1,000,000	£ -	£ 8,797,539		
Additional secured funding contributions: 1. WG Additional Capital Maintenance Grant award 2019-2020 £1,783,578 2. Approved Major Improvements funding in 2019/20 £2,003,452 3. Project savings £94,455 carried forward from financial year 2018/19 to 2019/20 (highlighted in green fill)											

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Appendix B – School Service response to the Scrutiny recommendations, February 2019 to Cabinet on the Schools Major Improvements Programme 2019 - 2020

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)	School Service comments
<p>1. That a review of the level of expenditure in the capital programme and how it relates to the viability of schools is undertaken to ensure that scarce funding is not wasted</p>	<p>Accept rationale – see School Service comments opposite</p>			<p>Any investment decision to commit capital funding into schools will be supported by a business case taking into consideration the approved processes set out in the Schools Asset Management Plan and School Organisation Policy.</p> <p>The prioritisation and ranking of projects has been approved in the Schools Asset Management Plan and the key areas of consideration are:</p> <ul style="list-style-type: none"> • Building and site condition • Suitability of school facilities • Pupil forecasts against capacity of school • Serviceable life of building(s), site and plant/equipment • Energy consumption and DEC rating • On-going repair and maintenance liability including statutory compliance issues • Opportunities for reducing CO₂ emissions and future schools revenue costs • Opportunities to secure WG Capital funding (with part or no LA contribution). • School Organisation area school reviews – decision regarding investment will be dependent on the outcome of the review. <p>The School Service will ensure all funding is targeted at only <i>essential works</i> to maintain the safe function and compliance of the school property estate.</p>

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)	School Service comments
<p>2. That scrutiny monitor the ratio of DDA capital expenditure as a proportion of the capital budget and advise of any risk this expenditure may have on the wider capital programme</p>	<p>Accept rationale – see School Service comments opposite</p>			<p>The projects within the Capital programme are essential legislative works to meet the needs of pupils and to ensure their inclusion within mainstream education. The authority has also undertaken DDA improvements to meet the needs of school staff.</p> <p>Although DDA work is undertaken so that a pupil with a physical or sensory disability is able to attend a school within a reasonable distance from the home, it is widely acknowledged that there is improvement to the existing building fabric, for example windows, doors, lifts, teaching and toilet facilities, result in benefits for other pupils at the school.</p> <p>The programme risk is the proportion of budget required to undertake the works against the annual budget allocation. Careful consideration is given to identify the minimum essential works required to meet the needs of the pupil or member of staff.</p> <p>This is balanced against the essential works to maintain the safe operation of school property estate and the available allocated budget. This capital budget for the Major Improvements programme is planned to reduce in future years and careful consideration must be given to:</p> <ol style="list-style-type: none"> 1) Ensuring there is adequate repair and maintenance budget to maintain the schools estate in a reasonable condition whilst not relying on capital budgets to undertake works where there is lack of revenue budget investment i.e. statutory remedial works, painting windows, roof soffits etc. which prolongs the life of a building component 2) Reducing CO₂ emissions and energy costs 3) Statutory compliance and legislative requirements or changes in legislation for the schools estate

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)	School Service comments
<p>3. That the service work with HoWPS to ensure that an appropriate level of routine maintenance and repairs are undertaken at all times.</p>			<p>Reject the rationale on the basis of allocated and available schools repair and maintenance budget</p>	<p>The Schools Service is working with HoWPS to ensure that an appropriate level of routine and planned maintenance is programmed and undertaken within budget constraints.</p> <p>The Schools Service Central revenue budget has been reduced limiting:</p> <ul style="list-style-type: none"> • Essential health and safety or statutory compliance repairs and maintenance which cannot be funded from the delegated schools repair and maintenance budget or (Property Plus) budget e.g. Radon remedial works, assessment of boiler control and building management systems • Minor safeguarding and DDA alterations for pupils which cannot be funded from capital budgets • Temporary storage of mobile classroom units for re-use/upgrade or demolition of redundant or dangerous structures containing asbestos which cannot be funded from capital budgets • Replacement boilers, flood prevention or Environmental health kitchen works under £10,000 • The undertaking of feasibility study work for schools and annual condition surveys of school buildings <p>The Service has issued a new R&M of School Buildings (Property Plus) agreement for the period 2019-2022, which has refined what repairs and maintenance works are covered and removed responsibility for a number of cost effective e.g. replacement light fittings.</p> <p>For secondary and special schools that have opted to retain responsibility for all repairs and maintenance works and those primary schools that choose not to purchase the R&M of School Buildings (Property Plus) agreement, the Schools Service monitors the level of annual expenditure on repairs and maintenance.</p> <p>Where primary and special schools choose not to purchase the agreement, the Schools Service will work with the schools to develop an Asset Management Plan which will be assessed and inspected to ensure the building condition is maintained and fully compliant.</p> <p>New primary and special schools would not normally purchase the R&M of School Buildings (Property Plus) agreement as there is generally a defect liability period with the contractor. After 2 years they will either need to purchase the SLA or prepare an Asset Management Plan for 3 year period.</p> <p>Where a new high school is constructed the Schools Service will work with the school to develop an AMP for repairs and maintenance.</p>

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)	School Service comments
<p>4. That scrutiny are provided with the completed Schools Asset Management Plan to include the financial costs of bringing each school including its grounds up to a position of full maintenance</p>				<p>By the 18th November 2019 the Schools Estate Manager will prepare a preliminary schedule of work to identify the estimated cost of bringing every school including its grounds, up to a position of full maintenance based on known data. Some school property may require further investigation and this will be accordingly noted.</p> <p>This data will be regularly reviewed and updated to reflect any changes in the building stock i.e. closure of a building or site, significant alteration or extension works.</p>



Learning and Skills Scrutiny Committee

Scrutiny Observations to Cabinet on the Schools Service Major Improvements Programme 2019 – 2020 and additional Welsh Government Capital Maintenance Grant

The Learning and Skills Scrutiny Committee met on 8th July 2019 and considered the following documents:

- Schools Service Major Improvements Programme 2019 – 2020 and additional Welsh Government Capital Maintenance Grant

The Learning and Skills Scrutiny Committee thank the Portfolio Holders for Education and Finance, the Head of Schools Services and the Senior Manager Schools Transformation for attending scrutiny.

Scrutiny make the following observations:

The Schools Major Improvements Programme had been considered at Learning and Skills Scrutiny 11th February 2019. Scrutiny observations on the Cabinet report had been provided but the report did not progress to Cabinet at this time. It was explained that this was because Welsh Government had provided late notification of additional grant for Major Improvements which required the Cabinet report to be amended. The Scrutiny observations of February 2019 are attached and scrutiny request that Cabinet comments on these recommendations are now provided.

Scrutiny welcome the additional grant money that has been provided by the Welsh Government for school major improvements and the commitment to use the funding assigned by the local authority in the 2019/20 budget process (£2,003,542) over the two years 2019-2021. It is noted that the proposed budget contribution from the local authority for 2020/21 is subject to approval by Cabinet and scrutiny would encourage this approval to be given to support the aim of Vision 2025 to 'improve our schools infrastructure'.

Scrutiny sought reassurance that when replacing boilers environmentally options are prioritised. It was confirmed that a number of factors are taken into account including use of green energy sources, reliability, value for money and overall costs for retro-fitting.

Scrutiny sought reassurance that the service, when setting the major improvement programme, are mindful of the viability of schools. It was confirmed that this was a factor when considering the programme in particular in relation to those schools with 70 or fewer pupils. Scrutiny accept that all schools need to be in an appropriate state of repair and it will be necessary to schedule urgent repairs and maintenance even if schools may be potentially unviable. The outcome of schools reorganisation should not be pre-empted by the decisions of the major improvements programme, however,

investment in potentially unviable schools should be limited to repairs and maintenance rather than improvements.

Scrutiny queried the level of contingency which appeared low however it was explained that the programme was flexible and changes may require the re-prioritisation of the programme. Scrutiny sought reassurance that if re-prioritisation was necessary that the projects that were deferred were of the lowest priority. Assurance was given that the programme was set using a matrix system.

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)
1 That a Cabinet response is provided to those recommendations contained within the Scrutiny Observations to Schools Major Improvements of February 2019			

In accordance with Rule 7.27.2 the Cabinet is asked to provide a written response to the scrutiny report, including an action plan where appropriate, as soon as possible or at the latest within 2 months of the date of the meeting i.e. by 30th September 2019

Membership of the Learning and Skills Scrutiny Committee on 8th July 2019
 County Councillors: P Roberts (Chair), G Breeze, B Davies, S Davies, D Jones, K Laurie-Parry, E Roderick, L Roberts and G Thomas.
 Parent Governor Representatives: A Davies, S Davies and G Robson
 Church Representative: M Evitts



Learning and Skills Scrutiny Committee

Scrutiny Observations to Cabinet on the Schools Major Improvements Programme 2019 - 2020

The Learning and Skills Scrutiny Committee met on 11th February 2019 and considered the following documents:

- Schools Service Major Improvements Programme 2019 - 2020

The Learning, Skills and Economy Scrutiny Committee thank the Portfolio Holders for Education and Finance, the Head of Schools Services and the Schools Capital and Property Manager for attending scrutiny.

Observations:

Scrutiny welcome the opportunity to undertake pre-Cabinet scrutiny of the Schools Major Improvements Programme and note the allocation of £2million for capital improvements for the year 2019/20.

It is noted that the programme covers a range of improvements, refurbishments, DDA, Early Years and upgrading works. It was also noted that the programme may be amended to take into account in year urgent health and safety works that are needed. The links with the 21st Century Schools programme was explored and it was confirmed that schools who are due to receive feasibility studies under the 21st Century Schools programme would not be included for improvements under the School Improvement Programme.

Concern was expressed regarding the intention to reduce the funding in the Major Improvements programme in future years. It is acknowledged that the 21st Century Schools programme will result in the replacement of those schools in the worst condition with an overall improvement in the school estate.

A capital programme needs to invest sufficient funds to ensure that schools are appropriately maintained and do not deteriorate to the extent that significant investment is required. Research is suggested to ascertain what an appropriate level of investment would be to ensure good maintenance of the school's estate. This can then be assessed against what the authority can afford in this regard. Aligned to this is a question of how many school sites the authority can afford to support. At present there are 84 primary school sites, 13 high school sites and 3 special school sites*. Proposals are progressing to close one of two primary schools (Ysgol Banw or Ysgol Llanerfyl) and close four primary schools in Welshpool and open two new primary schools. This would reduce the number of primary school sites to 81. The Portfolio Holder also indicated an intention to modernise primary provision in the Newtown area with the potential to reduce five primary school sites to two.

A previous recommendation from scrutiny on Fair Funding stated:

That Cabinet demonstrate that small schools are not receiving a disproportionate amount of funding to the detriment of medium and large schools

and this recommendation also applies to the distribution of the additional capital funds for distribution across the school estate.

It is noted that works undertaken for DDA requirements fall under this programme and the works undertaken have the benefit not only of allowing a young person to access education in their local community but that the alterations made remain and the school can continue to offer a higher level of accessibility. The planned reduction of capital funding for Schools Major Improvements may put at risk the ability of the authority to respond to DDA requirements or provide sufficient funds for repairs and maintenance. It is essential that neither of these areas of funding should be put at risk and scrutiny may wish to review this in their end of year report.

Scrutiny noted that a capital grant for feminine hygiene and toilet facilities of £32,226 had been allocated to one school. It was confirmed that only one scheme relating to toilets had fallen within the programme under the scoring system and therefore the funds had been allocated to this scheme. Scrutiny query how it is intended to ensure all schools have access to 'improved toilet facilities and feminine hygiene hardware in schools'.

Scrutiny noted that the restriction those schools who had subscribed to the Property Plus scheme run by HoWPS had experienced a full year of 'emergency only' service. This had limited their ability to undertake regular maintenance and scrutiny seek assurance that the maintenance backlog which had built up during this period has been addressed and is not contributing to larger problems in the future.

Scrutiny are concerned that this issue first highlighted in a scrutiny report relating to the performance review of the first year of the operation of HoWPS if repeated on a regular basis may lead to a reduction in the life expectancy of the school estate.

Scrutiny welcome the work that is being undertaken to assess the requirements for bringing all schools up to standard as part of the Schools Asset Management Plan. Scrutiny recognise that until this work is completed it is not possible to quantify the financial risk to the authority inherent with bringing the schools up to date of a position of full maintenance. We look forward to sight of this information in line with the recommendations that were made when this plan was scrutinised.

Recommendations:

Scrutiny's Recommendation	Accept (plus Action and timescale)	Partially Accept (plus Rationale and Action and timescale)	Reject (plus Rationale)
1. That a review of the level of expenditure in the capital programme and how it relates to the viability of schools is undertaken to ensure that scarce funding is not wasted			

<p>2. That scrutiny monitor the ratio of DDA capital expenditure as a proportion of the capital budget and advise of any risk this expenditure may have on the wider capital programme</p>			
<p>3. That the service work with HoWPS to ensure that an appropriate level of routine maintenance and repairs are undertaken at all times.</p>			
<p>4. That scrutiny are provided with the completed Schools Asset Management Plan to include the financial costs of bringing each school including its grounds up to a position of full maintenance</p>			

In accordance with Rule 7.27.2 the Cabinet is asked to provide a written response to the scrutiny report, including an action plan as soon as possible, but at the latest, within 2 months of the date of the meeting i.e. by 06.05.19.

Membership of the Learning and Skills Scrutiny Committee present on 11th February 2019:

County Councillors: P Roberts (Chair), G Breeze, B Davies, S C Davies, K Laurie-Parry, L Roberts, E Roderick and G Thomas
 Parent Governor Representatives: A Davies, S Davies and G Robson
 Church Representative: M Evitts

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CYNGOR SIR POWYS COUNTY COUNCIL

CABINET EXECUTIVE

30th July 2019

REPORT AUTHOR: County Councillor Aled Davies

Portfolio Holder for Finance

SUBJECT: Financial Overview and Forecast as at 30th June 2019

REPORT FOR: Decision / Discussion / Information

1. **Summary**

- 1.1 This report presents the forecast outturn on the 2019-20 revenue budget as at 30th June 2019. The forecast shows a projected overspend of £4.357 million by year end. This figure takes account of £7.848 million budget savings that had been achieved by 30 June.
- 1.2 The total budget savings requirement for 2019-20 is £12.989 million, leaving £5.141 million still to be delivered. A review of the outstanding savings is currently being undertaken and will be reported in the period 4 (July) report with a clear action plan to bring the 2019-20 revenue budget back into balance.
- 1.4 The report has been prepared on an exception basis, using forecast variance against budget to define the RAG (Red, Amber, Green and Blue) status of each service's financial position.

2 **Revenue Position**

- 2.1 Table 1 below shows a forecast overspend on the Council's net revenue budget of £4.357 million (excluding Housing Revenue Account (HRA) and the Delegated Schools budget). A RAG status has been applied to each service as follows:

Red	Forecast overspend above 2%
Amber	Forecast overspend of 1-2%
Green	+/- 1%
Blue	Forecast underspend above 1%

Services with a Red RAG Status are explained in more detail in section 4 below.

- 2.2 The forecast outturn and the impact that this level of overspend would have on the Council's Reserves if not remedied is not acceptable. Critically, delivery of the remaining £5.141 million savings would bring the budget into balance, but some of these are at risk. The Section 151 Officer is therefore urgently reviewing delivery of the savings plans with Heads of Service and the Executive Management Team to agree actions required to bring the budget back into balance. The output of this review will be reported to Cabinet in the period 4 (July) budget monitoring report.

Table 1

Service Area	Total Working Budget	Approved Contribution To / (From) Reserves	Forecast Spend	Variance (Over) / Under Spend		Variance BRAG Status
	£'000	£'000	£'000	£'000	%	
Adult Services	64,787	0	66,015	(1,228)	-1.90	A
Childrens Services	20,455	0	23,935	(3,480)	-17.01	R
Commissioning	3,339	0	3,306	33	0.99	G
Education	21,990	(40)	22,486	(496)	-2.26	R
Highways Transport & Recycling	29,229	(2,307)	31,793	(2,564)	-8.77	R
Property, Planning & Public Protection	5,638	(140)	5,980	(342)	-6.07	R
Housing & Community Development	8,831	(29)	9,119	(288)	-3.26	R
Digital & Communication Services	5,554	(909)	5,444	110	1.98	B
Strategy, Performance & Transformation Programmes	1,208	0	1,242	(34)	-2.81	R
Workforce & OD	1,371	(220)	1,519	(148)	-10.80	R
Legal & Democratic Services	3,159	0	3,080	79	2.50	B
Finance & Corporate Activities	20,242	2,302	16,241	4,001	19.77	B
Total	185,803	(1,343)	190,160	(4,357)	-2.34	
Housing Revenue Account (HRA)	0	2,386	(173)	173		B
Schools Delegated	69,761	(2,120)	70,559	(798)	-1.14	A
Total including HRA and Delegated Schools	255,564	(1,077)	260,546	(4,982)	-1.95	

3 Reserves

- 3.1 The total revenue reserves held at 1 April 2019, together with the forecast addition/(use) of reserves during the year and the projected year end balances, as at 30th June, are set out in the table in Appendix A. The revenue reserves held at the beginning of the year totalled £27.9 million, with £9.1 million held in the General Reserve and Specific and Ring-fenced reserves of £17.9 million. The planned use of reserves to support the overall revenue budget during the year (excluding Schools and HRA) is £1.343 million.
- 3.1 If the Council is unsuccessful in addressing the forecast overspend in-year it would need to be financed from the General Fund Reserve reducing it to £4.621 million (2.5% of the total net revenue budget (excluding Schools and HRA)). When the budget management reserve is included this figure rises to 4.4%. This revised position would be in line with the policy set.
- 3.2 The opening position on the Schools Delegated Reserves was a balance of £78,000. Budgets for 2019-20 projected a further draw on reserves of £2 million. During the year Schools are now projecting a further use of reserves of £798,000 which, if actually required, would see the reserves move further into deficit to £2.75 million.

4. Revenue Forecast

- 4.1 The tables below provide more detail on the projected outturn positions.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Adult Services	64,787	66,015	(1,228)	(1.90)	A

As part of the budget setting process Adult Social Care identified inescapable service pressures of £9+ million. To mitigate these pressures, savings of £7.837m were identified. To date £2.099m have been achieved and at the end of Quarter 1, £3.428 million pressures had materialised. leaving a current projected shortfall of £1.329m.

Additionally, other minor budget variances of £104,000 are included in the forecast.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Childrens Services	20,455	23,935	(3,480)	(17.0)	R

At budget setting Children services identified £6.25m of service pressures, £6.19m of these pressures are due to levels of provision actually in place from the previous year and therefore are reflected in the forecast. The majority of the pressure relates to the number of children who are looked after (CLA) and the associated cost of placements, the number of placements remain at the levels seen in March.

To mitigate these pressures the Service identified £3.65 million of savings and as at quarter 1 £2 million of these have been achieved. The £1.65 million savings still to be delivered, £577,000 slippage against the staffing restructure and the budget gap identified at the start of the financial year explains the forecast overspend of £3.48 million.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Education	21,990	22,486	(496)	(2.3)	R
Schools Delegated	69,761	70,559	(798)	(1.1)	A

Education:

The majority of the overspend in Education relates to savings yet to be delivered. The detail and subsequent action required will be provided in the period 4 (July) budget monitoring report.

Schools Delegated:

School balances were considered by Cabinet on the 18th June 2019 with a predicted £3.168 million call on reserves for 2019-20, which is now forecast to be £2.467 million. This is due to confirmation of grant funding for Teachers' pension and the Regional Consortia School improvement grant, which were slightly higher than anticipated. Some schools have also worked closely with the authority around recovery plans to reduce predicted deficits. The £798,000 overspend reported in the table above increases the draw on reserves in addition to that budgeted by schools.

Notices of concern were issued to 22 schools that had failed to submit budget plans that complied with the Scheme for the Financing of Schools. These schools were required to review and submit budget recovery plans by the 5th July. These plans are being reviewed by the authority, if necessary further action will be considered for those schools that remain non-compliant with the scheme.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Highways Transport & Recycling	29,229	31,793	(2,564)	(8.8)	R

The forecast overspend largely reflects as yet unachieved savings and will improve as the year progresses and savings are achieved. Within the operational areas the forecast is based on last year's trends at this quarter end position and is therefore fairly conservative. Overspends in Waste & Recycling Operations should show improvement through the year, as reliance in external hires and resources are reduced.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Property, Planning & Public Protection	5,638	5,980	(342)	(6.1)	R

The forecast outturn reflects as yet unachieved savings and income targets relating to property related projects. Measures such as not filling vacant posts and undertaking work for other authorities will help improve the position, but will not mitigate the impact entirely due to the scale of the savings and income targets. Not filling vacant posts is also has the potential to have an adverse impact on the performance of the service area.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Housing & Community Development	8,831	9,119	(288)	(3.3)	R
Housing Revenue Account	0	(173)	173		B

The Housing & Community Development Service have delivered £1.421 million savings in the current financial year, but there are concerns over the delivery of those remaining as follows:

1. Increased income for school meals due to the price increases implemented - Q1 statistics show that school meal uptake has reduced since the increase in price. If this trend continues the service will not make the required savings.
2. Increased income targets for the Cleaning Service – it is too early in the year to predict whether these targets will be met. By the end of Q2 we should have a clearer indication.
3. The Service has transformation funding for the next two years, which will be used to purchase officer time to review, plan and implement alternative delivery models across the Service. This funding offsets the savings required on Leisure & Recreation management.
4. The Economic Development team are currently bidding for Welsh Government Priority 5 funding. The initial business case is being assessed in July and the team then hope to be invited to submit a full bid. The team will not find out if the bid is successful until the autumn. If successful, the funding will be backdated to 1st April 2019. Head of Service is monitoring this carefully, the decision in July is key.
5. The £50,000 savings for y Gaer is unallocated to date. However, the Service is working on a potential partnership arrangement that, if approved, would deliver revenue savings for this and future years.
6. The Head of Service is working closely with Senior Managers to prioritise the reduction in the length of voids and thereby the loss of income. This involves working closely with key partners HOWPS and the Cleaning Service.
7. A HRA Business Plan Project Board has been established to ensure delivery of key service requirements.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Strategy, Performance & Transformation Programmes	1,208	1,242	(34)	(2.8)	R

At quarter one the Business Support Unit formed part of the Strategy, Performance and Transformation team, however, during this period, it has been disbanded to respective service areas. The Service has delivered its savings target in full, but then forecasted overspend relates to staff working their notice period in line with Council policy and this cannot be mitigated within the service.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Workforce & OD	1,371	1,519	(148)	(10.8)	R

The Service has delivered the savings identified for 2019-20, excluding the additional requirement of £200,000 that was identified in January 2019. The service plan to part mitigate the impact of the additional savings requirement by £50k in the current year, and the outcome of actions to date have been reflected in the forecast outturn. However the residual £150,000 is not achievable in 2019-20.

Service Area	Net Budget	Forecast Spend	Variance (Over) / Under spend	Variance (Over) / Under spend as a % of Net Budget	Variance BRAG status
	£'000	£'000	£'000	%	
Finance	20,242	16,241	4,001	19.8	B

Financial Services: is forecasting a balanced position for the year despite £123,000 savings not yet achieved, which relate to the “Right First Time” project. This will be progressed over coming months this gap is being offset currently by other areas of the budget.

Corporate Activities: is forecast to be £3.9 million underspent by year end, comprising: £2 million agreed to increase the budget management reserve; £1 million reduction in capital charges requirement resulting from slippage in the Capital programme last year and the receipt of additional grant which has reduced the need to borrow and lessened the increase in the Minimum Revenue Provision (further changes or slippage in the capital programme for 2019-20 would impact on this budget in-year); and around £1 million forecast surplus on Council Tax collection (in respect of properties that are periodically occupied ,ie: holiday homes/second homes and long term empty properties).

5 Options Considered/Available

No alternative options are considered appropriate as a result of this report.

6 Preferred Choice and Reasons

None to consider.

7 Impact Assessment

Is an impact assessment required? Yes/No

8 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. Capital and revenue budget

monitoring reports are used to ensure the funding identified to deliver the council priorities is spent appropriately and remains within a cash limited budget.

9 Local Member(s)

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

10 Other Front Line Services

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

11 Communications

Budget information is of interest to internal and external audiences and regular updates are provided by the Portfolio Holder for Finance. 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.

12 Support Services (Legal, Finance, HR, ICT, BPU)

This report has no specific impact on support services other than reporting on those service areas financial outturns. Financial Services work closely with all service areas in monitoring financial performance against budgets.

13 Scrutiny

Has this report been scrutinised? No

The report will be considered by Finance panel when it meets on the 7th August, feedback will be provided to the Portfolio Holder for Finance.

14 Data Protection

If the proposal involves the processing of personal data then the Data Protection Officer must be consulted and their comments set out below.

15 Statutory Officers

The Head of Finance (Section 151 Officer) has provided the following comments:

While 60% of the planned savings have been delivered as at 30 June it is critical that the remaining £5.141 million are achieved or alternatives identified and delivered to bring the budget into balance by year end.

The council set aside an additional £2 million in 2019-20 to mitigate the risk inherent in the budget particularly in light of the continued pressure on the Children Services budget, the use of this will now be considered as part of my review of the savings plans.

My review will include all budget lines and where underspends are already being reported and unlikely to change, or where income is higher than expected and projected to continue, the freezing or realignment of these budgets for the remainder of the financial year will be considered.

Expenditure on the Capital Programme will also impact on the revenue budget, the effective monitoring of the programme and reprofiling of project spend will improve forecasting for the Capital Charges budget and borrowing costs.

School budgets continue to be a significant risk that needs to be addressed, compliance work and action is crucial to ensure that this is managed effectively. The issuing of Notices of Concern is the first step in this compliance work and it is essential that further intervention action is taken where Governing Bodies are not putting in place the appropriate action to bring their budgets back into line.

The period 4 budget monitoring report will include the outcome of my review and specify actions being taken to bring the budget into balance by year end.

The Monitoring Officer has no specific concerns with this report.

16 **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:	
a. That the contents of this report are noted.		To monitor the council's financial performance and ensure that spending remains within approved limits and that the 3% minimum general fund reserve is maintained.	
Relevant Policy(ies):		Financial Regulations:	
Within policy:	Yes	Within Budget:	n/a
Relevant Local Member(s):			
Person(s) To Implement Decision:		Jane Thomas	
Date By When Decision To Be Implemented:		Ongoing	
Contact Officer	Tel	E mail	
Jane Thomas	01597 827789	jane.thomas@powys.gov.uk	

RESERVES BALANCES AS AT 30TH JUNE 2019

APPENDIX A

Summary	Opening Balance (1st April 19) Surplus / (Deficit)	Forecast Addition / (Use) of Reserves	Forecast (Over) / Under Spend	Projected Balance (31st March 20) Surplus/ (Deficit)
	£'000	£'000	£'000	£'000
General Fund	9,065	(87)	(4,357)	4,621
	9,065	(87)	(4,357)	4,621
Ringfenced & Specific Reserves				
Specific Reserves	7,909	(1,079)		6,830
Budget Management Reserve	3,584	0		3,584
Transport & Equipment Funding Reserve	6,493	(273)		6,220
Sub-Total	17,986	(1,352)	0	16,634
Schools Delegated Reserves	78	(2,031)	(798)	(2,751)
School Loans & Other Items	(371)	7		(364)
Net School Delegated Reserves	(293)	(2,024)	(798)	(3,115)
Total Ringfenced & Specific Reserves	17,693	(3,376)	(798)	13,519
Housing Revenue Account	1,111	2,386	173	3,670
	1,111	2,386	173	3,670
Total Revenue Reserves	27,869	(1,077)	(4,982)	21,810

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Finance Panel

Scrutiny Observations to Cabinet

The Finance Panel met on 3 July 2019 and considered the following documents:

- Outturn 2018/19
- Capital Outturn 2018/19
- Savings Outturn 2018/19
- CIPFA Finance Model Executive Summary

Due to the cancellation of the previous meeting of the Finance Panel, specific comments regarding outturn reports for 2018/19 were not available for the appropriate meeting of Cabinet. However, the Panel wished to review the reports and make the following general observations across all the reports considered, tying in with the findings of the CIPFA report.

- Finance training for budget holders should be mandatory – it cannot be assumed that managers have sufficient or appropriate finance training at the point of recruitment
- The lack of financial control within some services led to a significant variation between the projected outturn at the end of February 2019 and the actual outturn at the end of March. The Panel noted with concern the number of administrative amendments that had had to be made across budget headings. Such variances late in the year is a recurring theme which needs to be addressed to ensure there is more accuracy in forecasting the year end position.
- The Panel remain concerned regarding the level of school budget deficits. Information previously circulated to Members did not tie in with the report presented to the Panel – the Head of Finance explained the differences between the figures which were reporting different things, and has agreed to consider this when reporting in the future to avoid confusion. The issue remains that school deficit budgets are a risk to the financial sustainability of the Authority if not addressed.
- Capital spend is again less than budgeted. The profiling and projecting of capital expenditure needs to improve. This will improve the projection of the impact on the revenue position. Although the delay of capital spend has had a positive impact on the revenue budget for 2018/19 the potential impact of an extensive capital programme on future revenue budget is considerable. A longer term view is essential for effective forward planning.
- It is further suggested that post-completion reviews are introduced to ensure that the objectives are achieved and anticipated savings delivered
- An ongoing concern of the Panel is that the level of savings set within some budgets are not achievable with proposals not having been properly stress tested. It is acknowledged that there is a move to outcome-based budgeting and that all Members across the Authority are to have a greater involvement in

the budget process. The Panel wish to contribute by being proactive and constructive throughout the process.

- As in previous years, it is the intention of the Panel to invite Heads of Service and Portfolio Holders to discuss savings delivery. The first of these meetings will be in August, following receipt of the Q1 Savings Delivery Monitoring report.
- The Panel welcome their input in monitoring the implementation of the action plan developed following the CIPFA Finance Model report

Membership of the Finance Panel on 3 July 2019:

Mr J Brautigam, Chair, County Councillors J Gibson-Watt, J G Morris, D A Thomas, R G Thomas and G Williams

POWYS COUNTY COUNCIL.**CABINET EXECUTIVE****30th July 2019****REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance****SUBJECT: Council Tax Protocol for Wales 2019**

REPORT FOR: Decision

1. INTRODUCTION

- 1.1 Welsh Government have introduced a Council Tax protocol for Wales with effect from April 2019 and want each Council to adopt this approach in the collection, recovery and enforcement of Council Tax.
- 1.2 Appendix 1 shows the new protocol arrangements.

2. THE PROTOCOL

- 2.1 The Protocol is intended to ensure that Council's enforcement agents and advice agencies work closer together and that Council's engage earlier with Council Tax payers who are struggling with debt and payment.
- 2.2 The Protocol also outlines best practice and guidance around how to recognise and deal with vulnerable customers.
- 2.3 This Protocol is also intended to strengthen the consistency across Wales in the collection process and in the support to those who have difficulty in managing their affairs, whilst ensuring enforcement is effective against households who have the means to pay but make deliberate choices not to do so.
- 2.4 Powys Council currently has a billing and collection framework, which is attached at Appendix 2.
- 2.5 An assessment of the new Protocol has indicated that it will cohere with Powys Council's current framework intent or practice.
- 2.6 The Protocol would also encourage closer working between Powys and the Enforcement Agents and local advice agencies which would be welcomed by the collection and recovery teams.
- 2.7 Our existing enforcement agency, Excel have reviewed the Protocol and have confirmed they are able to endorse and comply with it.

- 2.8 There is no significant impact on collection, and may have a positive impact by encouraging early engagement when debts may be of a smaller value and thus easier to collect via other means available to the Council.
- 2.9 Whilst not directly relevant to the Protocol, it is appropriate to advise Cabinet that Welsh Government from April 2019, removed the legal option for Councils' to use the committal route to enforce the recovery of Council Tax . We currently have 62 cases at pre-committal stage with debt of approximately £97,000. That debt and any other debt in future years will need to be recovered using alternative methods, other than committal. Also Powys like many other Local Authorities use the threat of committal as a persuasion to encourage payment. The impact of not having persuasion in the whole recovery process is difficult to measure in the short term.
- 2.10 The potential modelled impact of this change in in year collection rates are:

	2019/20	2020/21	2021/22
loss in collection	£150,000	£175,000	£200,000
estimated ctax rev	£83.8m	£88m	£92.4m
loss in collection	0.18%	0.20%	0.21%

3. RECOMMENDATION

It is recommended:

- 3.1 That the Protocol be endorsed by Cabinet and signed by the Portfolio Holder for Finance.
- 3.2 Then, assuming Cabinet agreement, the Protocol would be implemented into the Billing Collection and Recovery framework for Powys and income and Awards will look to adopt this into their working practices.

4. SUPPORT SERVICES (Legal, Finance, HR, ICT)

- 4.1 Finance: The Finance Business Partner notes the implications regarding the new protocol which has been introduced by the Welsh Government. As per 2.10 above, it could well lead to a reduction in collection rates leading to a loss in Council Tax revenue being collected. The impact will be monitored through the Councils budget monitoring process.
- 4.2 Legal: Professional Lead – Legal – support the recommendation and notes the implication regarding committal and the resulting impact this may have on recovery of debts.

5. STATUTORY OFFICERS

5.1 The Head of Financial Services S151 Officer supports the recommendation whilst noting the potential impact of the policy change from Welsh Government which removes the legal option for Councils' to use the committal route to enforce the recovery of Council Tax.

5.2 The Solicitor to the Council (Monitoring Officer) comments " I note the legal comments and have nothing to add to the report."

6. MEMBERS' INTERESTS

6.1 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>1. That the Protocol in Appendix 1 to the report be approved and adopted with immediate effect and signed by the Portfolio Holder for Finance</p> <p>2. That the Protocol would be added into the Billing Collection and Recovery Framework for Powys and adopted into practice.</p>		<p>To meet the intended Welsh Government requirements for billing and collection of Council Tax.</p>	
Relevant Policy (ies):			
Within Policy:		Within Budget:	
Y		Y	
Person(s) To Implement Decision:		Relevant Local Member(s):	
David Morris		All Members	
Date By When Decision To Be Implemented:		Senior Manager Income and Awards	
Immediately			
Contact Officer Name:	Tel:	Fax:	Email:
A Griffiths	01874 623309		andrewg@powys.gov.uk

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Council Tax Protocol for Wales

Good Practice in Collection of Council Tax

Endorsed by:

Welsh Government, Local Authorities & the Welsh Local Government Association



January 2019

Council Tax Protocol for Wales

Introduction

It is well noted that Council tax payers receive a better level of service when local authorities¹, enforcement agents and advice agencies work closely together. Early engagement and proactive contact with people struggling with bill payments can help prevent taxpayers incurring further charges and alleviate stress.

This can also potentially help reduce both collection costs and demand on local public services.

This protocol provides guidelines on how local partnerships can be strengthened and residents better supported. The document also builds on the extensive research commissioned by Welsh Government², in connection with Local Authority approaches to debt recovery, and the existing good practice protocol supported by the national Citizens Advice³.

The protocol outlines best practice and guidance around how to deal with vulnerable customers. If a customer does not engage with the local authority at an early stage, any vulnerability may only be identified following contact from an enforcement agent. Vulnerability is impossible to recognise without any interaction and early engagement from customers or their representatives will help all parties concerned so that appropriate support and advice can be provided whether this is by the local authority or signposting to other more appropriate organizations.

The protocol recognises the need for additional support to help vulnerable customers engage with the local authority or enforcement agents at any stage of the process. There is also recognition that some signs of vulnerability are more obvious than others, for instance heavy pregnancy or severe disability would be obvious, whereas other conditions may not be.

The tax payer's level of vulnerability can vary depending on each customer and may only be for a particular period of time. In short where the enforcement agent suspects that vulnerability may be a factor in enforcement, either of the taxpayer or another person living within the household, they should at this stage pause action and explain that they will provide a report and any available evidence to the local

¹ Where we use the term "local authorities" this should also be read to cover a local authority's external contractors, where the local authority has contracted out the administration of some or all of its council tax collection process.

² Local Authorities approaches to council tax debt recovery in Wales – Social research No:57/2017, published 28/09/2017

³ Council Tax Protocol for Wales – Revised Collection of Council Tax Arrears Good Practice Protocol (September 2017)

authority. The local authority will then decide on the next steps, whether or not to continue enforcement and advise the enforcement agent accordingly.

Even where vulnerability is identified, whilst the taxpayer will be treated with care and support to help deal with their concerns, however the main focus for the course of action agreed will be to ensure that any outstanding Council Tax is paid or dealt with by a way of discount/exemption or any other reduction which may apply in the circumstances or a combination of these.

The protocol introduces all of the recommendations outlined in the Welsh Government research paper and sets out a series of actions for partner organizations to consider at a local level. This document intends to enable and encourage regular liaison on practices and policy concerning Council Tax.

Local Authorities will all have in place specific procedures to assist vulnerable customers and in keeping them under regular review, all parties can ensure that cases of arrears are dealt with appropriately whilst complaints are handled efficiently.

This protocol should strengthen and ensure consistency across Wales in the collection process and recognises that most Local Authorities may already have Service Level Agreements in place with Enforcement Agents, which would contain greater detail around operational and procedural issues. This document will supplement these agreements and provide some minimum guidelines in this area.

The intention of the protocol is to ensure that there is consistency in providing support to those who have difficulty in managing their affairs whilst ensuring enforcement is effective against households who have the means to pay but make deliberate choices not to do so.

By adopting this protocol, Local Authorities, Enforcement Agents and advice agencies will assist taxpayers in paying their council tax bills on time whilst accessing the necessary support and debt advice when needed.

Partnership

To foster more effective partnership working:

1. Local Authorities will take responsibility for arranging meetings with Enforcement Agents and nominated or active Advice Agencies to discuss practical and policy issues with the aim of improving service delivery and helping to manage customer expectations. The frequency and scope of these meetings should be determined locally, however they should be held at least annually as a minimum.
2. All parties will have dedicated channels of contact in order that issues can be dealt with in accordance with locally agreed timescales.
3. All parties will promote mutual understanding by sharing good practice and, if appropriate, training workshops.
4. Local Authorities are responsible for the overall collection process and, where appropriate, they should work together with Advice Agencies and Enforcement Agents to help deliver training, particularly on vulnerability and hardship awareness.
5. Procedural arrangements with Enforcement Agents must ensure that in cases where vulnerability is identified by the Enforcement Agent or the Local Authority, a clear process exists where the case is placed on hold while awaiting further instruction from the Local Authority and, where appropriate, the customer is referred to the appropriate department. This will provide 'breathing space' for a customer to provide evidence of vulnerability and, if appropriate, to seek advice and support, or enter into a suitable payment arrangement.
6. Local Authorities should use their existing complaints procedures for people to report complaints. Local Authorities should regularly monitor and publish performance information (if appropriate) in relation to those complaints which are upheld.

Information

To improve the information supplied to Council Tax payers in relation to Council Tax, how to get support and debt advice and promote engagement:

1. All parties aim to work together to ensure bills and letters are easy to follow and understand within the various statutory requirements relating to the content. Letters should include a contact phone number and e-mail address and information should also be made available online.
2. Local Authorities already have a wide range of payment arrangements which should allow the customer to make choices, including different payment dates within the month, spreading payments from April to March (12 months instead of 10), multiple direct debit dates, and potentially offer payment amounts to assist those on fluctuating incomes. This will allow people to budget more effectively.
3. Local Authorities and Enforcement Agents should publicise local and national debt advice contact details on their websites. Advice agencies can help by promoting the need for customers to contact their Local Authority promptly to agree payment plans. It may also be helpful for councils to make reference to Financial Planning tools to help customers manage their finances.
4. Local Authorities will ensure that Enforcement Agents have the necessary information about the Council Tax debt(s) to allow them to complete their statutory documentation as per SI 2014/421 Enforcement, England and Wales (The Certificate of Enforcement Agents Regulations 2014).
5. All parties should aim to work together to review and promote better engagement with Council Tax payers, this should include:
 - a. Information on how bills can be reduced through reliefs, exemptions and the Council Tax Reduction Scheme;
 - b. How taxpayers should contact the Local Authority if they experience financial hardship; and
 - c. The consequences of allowing priority debts to accumulate.
6. Information on budgeting tools should be made available on Local Authority and Advice Agency websites with specific hyperlinks regularly updated to ensure swift access. Information should also be available via social media and at offices of the relevant agencies.
7. If the customer is in receipt of Universal Credit and is identified as having multiple debts or budgeting concerns, it may be appropriate to make a referral for specialist advice, which can be used as a way to ensure payment arrangements are made.

Recovery

If a Council Tax bill is not paid, then the Local Authority will begin its recovery process.

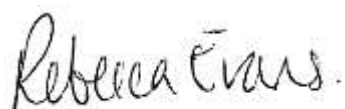
Whilst Local Authorities always seek to make early contact with a customer, it is often the case that the customer does not engage with a Local Authority until they receive a visit from an Enforcement Agent. The earlier the customer engages with the Council the sooner advice & support can be provided which can assist residents in understanding their liability and payment responsibilities.

Concerted effort should be made to prevent a debt being referred to the Enforcement Agent. If Enforcement Action is unavoidable, during the Tribunal Courts and Enforcement Act compliance stage, the Enforcement Agent should signpost to debt and money advice providers and assess whether vulnerability or hardship is evident, to avoid escalating a debt, therefore:

1. Local Authorities will regularly review all charges associated with obtaining liability orders to ensure that they are reasonable and as clear and transparent as possible.
2. Each case will be examined on its merits and payment arrangements need to be affordable and sustainable, whilst ensuring the Council Tax is paid within a reasonable period of time. Local Authorities aim to provide the flexibility to spread payment over more than one year in appropriate circumstances, including beyond the end of a financial year.
3. Local Authorities should robustly review each liability order on an individual basis to determine the most appropriate method of recovering the debt, making appropriate use of all information and intelligence to which they have legitimate access.
4. Local Authorities will prioritize direct deduction from benefits or attachment of earnings in preference to using Enforcement Agents where this is practical and reasonable.
5. Where appropriate and possible, if a customer has multiple liability orders, then these should be consolidated before sending to Enforcement Agents.
6. Enforcement Agents should ensure the rights and responsibilities of all parties, particularly those of the customer, are clearly set out in their correspondence and that letters actively encourage the use of free debt advice services.
7. Enforcement Agents will provide the customer with a contact number and e-mail address should they wish to speak to the Local Authority if there is a query regarding liability.

8. If the Local Authority is aware the customer has a legitimate and relevant outstanding claim for Council Tax Reduction Scheme, Universal Credit or Housing Benefit, or any other relevant state benefits which would clear or significantly reduce the outstanding balance, a pause in Enforcement Agent recovery should take place. This will be lifted when a decision has been made in relation to the claim.
9. Enforcement Agents will only make charges in accordance with the Tribunal Courts and Enforcement Act and Local Authorities should monitor this as part of its performance arrangements with the Enforcement Agent.
10. Local Authorities will ensure that procedures are in place which enable Enforcement Agents to negotiate and accept extended payment arrangements, where it is clear and obvious that the customer does not have the means to pay the debt in full.
11. Local Authorities will work with debt advisers to negotiate payments which are realistic on behalf of the customer at any point in the process, including when the debt has been passed to the Enforcement Agent, provided the customer has given authority to that person to discuss their case and this has been provided to the Enforcement Agent in writing.
12. All parties should use the Standard Financial Statement (SFS) or an equivalent form, but if the case has been identified through specialist debt advice, the budgeting forms for this purpose should be used to document a customer's income and expenditure. Information collected via these methods should be used as the basis for discussing the payment of Council Tax and other finances under review. Appropriate evidence should be supplied by the customer to support the information provided, if required. Priority will be given to ensuring the current year liability is paid first to try and avoid escalating recovery action unnecessarily.
13. Clarity will be provided to the customer as to which debts are being paid off, in what amounts and when, especially when a customer has multiple liability orders.
14. Local Authorities will ensure all complaints in relation to Enforcement Agents are robustly reviewed and responded to, and if necessary a pause is introduced in the recovery of the debt until the complaint is resolved. Complaint trends and patterns should be monitored and reported on by the Enforcement Agent and the Council and should form part of regular update meetings.
15. Local Authorities should consider using Section 13A of the Local Government Act 1992 in appropriate circumstances.

Protocol Endorsed by:



Minister for Finance and Trefnydd
Welsh Government



Councillor Anthony Hunt (Torfaen)
Lead Member WLGA

Local Authority

POWYS COUNTY COUNCIL

COUNCIL TAX AND NON DOMESTIC RATE

BILLING, COLLECTION

AND

RECOVERY FRAMEWORK

Status	Version 6
Date of issue	November 2018
Agreed by	Professional Lead- Income & Awards
Review Date	November 2020

Powys County Council - Billing Collection and Debt Recovery Framework

This framework covers the collection of Council Tax and Business Rates.

Our duty to collect and recover...Powys County Council:

- Has a legal duty to ensure cost effective billing, collection and recovery of all sums due to the Council;
- Considers that people have a responsibility to pay.

Powys County Council believes in pursuing recovery of all debt types. Powys will strive to ensure that the manner in which this is undertaken is fair and consistent to everyone. The Council is also keen to ensure all activities in relation to recovery of debt are transparent and as part of this commitment has drafted this framework.

Powys County Council recognises that people do not pay their debts for a variety of reasons:

- Some people genuinely struggle to meet their payments and need advice and assistance in budget management;
- Some people deliberately choose to set out to delay, or not pay their debts;
- Some people are not receiving the benefits and reductions they are entitled to;
- Some people go through personal difficulties that result in short-term problems in paying their debts.

Our Mission...

- To issue the correct demand to the right person/business at the right property at the right time;
- Take appropriate action to maximise recovery of Debt;
- To maximise council tax reduction take up.

This framework compliments the Corporate One Powys Plan by offering to the customer the following:

- Inform people of their entitlement to Council Tax Exemptions and Discounts
- Inform businesses of their entitlement to Small Business Rates Relief, Charitable Relief and Hardship.
- A willingness to work with customers when genuine difficulties are being experienced.
- Arrangements made to spread repayment in genuine circumstances.
- A willingness to exhaust the benefit system to establish entitlement to council tax reduction and housing benefit.
- A prompt refund of credits of Council Tax and Business Rates.
- A robust recovery programme for debtors who appear to deliberately delay, or refuse to pay debt owing.

When people get into arrears, we will...

- Encourage customers to contact the Council immediately it becomes evident that there could be problems in paying their bills.
- Consider payment arrangements that reflect the ability to pay as well as the level of debt owed.
- On occasions, depending on the point of contact from customer, secure the debt prior to engaging with any arrangement to repay the debt.
- Maximise benefit take-up when appropriate and advise customers accordingly, working with the money advice team and C.A.B.

Billing Processes

The customer can expect...

An initial demand that sets out clearly information stipulating:

- What the demand is for
- The amount due
- How to contact the council
- How to make payment

Payment of Council Tax and Business Rates

At Powys we have tried to make paying your bills as easy as possible. Powys offers a variety of convenient methods, which include:

- Payment by Direct Debit
- Payment by Debit/Credit Card
- Over the Internet (<http://payments.powys.gov.uk>)
- Over the phone via an automated number (03300 889 578)
- Payment by cash – at Customer Services points offering this facility
- Payment by cheque- at Customer services points offering this facility, or through the post.
- Payment at a Post Office or paypoint outlet- via payment barcode.

Whichever method the customer chooses, payment **must** reach the Council by the due date, which is 21st of each month (payments by Direct Debit do have a choice of 5 payments dates, 5th, 11th, 21st 25th or 30th)

The council actively encourages people to make immediate contact if they are having difficulty paying their bills.

When Customers do not pay

Powys County Council believes in pursuing recovery of all debt types, but will also seek to ensure that the manner in which this is undertaken is fair and consistent to everyone. If there is a genuine problem facing the customer Powys will engage and establish an appropriate way forward. However, customers who deliberately delay, fail to make payments, or do not keep to agreed arrangements, will be subject to a robust recovery procedure as set out in this document.

Late Payments - Businesses

Under the Late Payment of Commercial Debts (Interest) Act 1998, the Council is able to charge interest on late payments when both parties are acting as businesses. Interest is charged 30 days after the date of the invoice at the rate of 8%. Powys County Council reserves the right to charge interest in accordance with the above.

Making an arrangement to pay

When a customer is genuinely struggling to meet their commitment, the Council will consider making an arrangement so as to enable the debt to be re-paid in full, within agreed time limits-pre summons arrangements we aim to collect monies by the 31st March of the financial year, however the council appreciates this may not be achievable in all cases.

The council will consider this information and in addition, will consider:

- The Department for Works and Pensions recommended amounts.
- Statutory deduction sums in relation to attachment of earnings.
- What would be a reasonable sum, taking account of residual income.

Customer Welfare and members of Vulnerable Group

Powys County Council is obliged to pursue recovery of all debt type and endeavours to apply a fair and consistent approach to all customers, regardless of age, gender, personal circumstance etc.

During various forms of contact, including telephone calls and written communication, received either directly from the customer or a 3rd Party Organisation working on behalf of the customer the Council will endeavor to establish whether the customer or their partner falls into any of the categories that may deem the customer as a vulnerable person. **Vulnerability does not exclude a person from being liable to pay the amounts they are legally obliged to pay,** however it assists the council in determining the most appropriate means of communicating with the customer whilst pursuing monies due.

When The Council determines that a customer is a vulnerable person it will determine the best way to proceed in collect outstanding monies. The Council will endeavour to do all it can to assist the customer in establishing a way forward. This may be to invite the customer for a personal interview, or visit them in their home, to establish if there is an appointee with

whom the Council can deal directly with or if a “care-of” address can be organised to send communication to.

Whilst not exhaustive, the Council considers the following as examples of members of a vulnerable group

- **Elderly** - the customer appears to be over 70 years of age and it appears may be easily confused by correspondence and financial matters.
- **Disabled** - this includes both mental and physical disability but does not include very minor disabilities.
- **Long term sickness or serious illness including the terminally ill** - this includes any illnesses that affect the customer’s ability to pay or deal with their own affairs.
- **Family bereavement** - if the customer or their partner has suffered a recent bereavement of a close member of their family.
- **Communication difficulties** - where there are genuine and clear communication barriers, e.g. language difficulties, hearing impairments, visual impairments, learning disabilities, etc.
- **Young children in deprived household** - if there are children aged 3 years or under and signs of social deprivation.
- **Pregnancy** - if the customer or their partner is in the latter stages of pregnancy, or has just given birth.

Council Tax Recovery Processes

1. **Demand issued** – Payable over 10 months, April – January

Customer fails to make payment

2. **1st Reminder** – If customer pays within 7 days of 1st reminder normal payments can continue and no change to arrangements. If no payment made goes to final reminder.

Customer pays after 1st reminder but misses or pays another instalment late

3. **2nd Reminder** – This is the same as the 1st reminder but notifies the customer that if another payment is missed the right to pay by instalments is lost.

If customer misses one more payment after the second reminder

4. **A Final demand** - is issued requesting the remaining balance be paid within 7 days.

Non-payment after 2nd reminder or final demand

5. **Summons issued** – The Council will summons the customer to Court and £50.00 costs are charged to the customer. If payment is made in full by the court date, no further costs are added.

If the debt is not paid in full by the court date

6. **Liability Order** – The Council will go to Magistrates court and request a Liability Order. The council will seek further costs of £20.00.

Once a Liability Order has been granted...

7. **14-day letter**- The Council will issue a letter requesting details of employment and benefit's in payment. The debtor is under a legal duty to supply this information. Failure to do so is a criminal offence and those found guilty may be subject to a fine.

Where possible the Council will look to recover the debt by:

8. **Special Arrangement**-The Council may enter into a special arrangement with the customer to re-pay the debt as this will achieve the Council's aims of recovering monies due whilst at the same time avoiding additional costs being incurred by the customer-which many of the further recovery options available will involve. Defaulting on a special arrangement will result in one of the recovery actions mentioned below being pursued.

9. **Attach to Earnings**-The Council may make an Attachment of Earnings Order and serve it on the debtor's employer. The sums to be deducted are prescribed in the regulations and employers have a statutory obligation to comply with an Order. An employer may deduct £1.00 towards administrative costs on each occasion a deduction is made. Where there are two or more liability orders unpaid by the debtor, the Council may request a maximum of two Attachment of Earnings Orders be initiated.

10. **Deductions from Jobseeker Allowance / Income Support/Employment Support Allowance/Universal Credit**-The Council may apply to the Job Centre Plus for deductions to be made from Jobseeker Allowance / Income Support/Employment Support Allowance/Universal Credit.. The regulations specify the fixed weekly amount deductible which is 5% of the Jobseeker Allowance / Income Support/Employment Support Allowance for a single person aged over 25.

11. **Enforcement Agent** – The council will forward the account to an enforcement agency .

The enforcement agent will attempt to obtain monies due. Additional costs will be levied to the customer by the Enforcement agent. Costs incurred by the customer will be in accordance with the current legislation.

If the enforcement agent fails to obtain monies due the case is returned to the Council.

Debt that remains outstanding at this point will be passed to the Councils enforcement panel where a decision will be made on the most appropriate course of recovery action to pursue. The options of recovery that remain are:

12. **Committal** –The Council may forward the case to Court for committal proceedings where debt is over £200:00. The Magistrates Court will decide on appropriate actions. This will be either:

- Remit the debt, (cancel what is owing in full, or in part)
- Set up an arrangement to pay the debt, or
- Issue a prison sentence not exceeding 3 months.

Costs of £305:00 will be added to the debt.

13. **Charging Order**- An order may be placed on the debtor's property to secure the debt. County Courts are empowered to order the sale of the dwelling if the debtor does not pay. This option will be considered where debt exceeds £1,000:00

14. **Bankruptcy**-if sufficient assets exist to meet the outstanding debt the council can petition for Bankruptcy to the County Court, where the debt exceeds £5,000:00.

Business Rates Recovery Processes

1. **Demand issued** – Payable over 10 months, April – January

Customer fails to make payment

2. **1st Reminder** – If customer pays within 7 days of 1st reminder normal payments can continue and no change to arrangements.

Customer pays after 1st reminder but misses or pays another instalment late

3. **2nd Reminder** – This is the same as the 1st reminder but notifies the customer that if another payment is missed the right to pay by instalments is lost.

If customer misses one more payment after the second reminder

4. **A Final demand** - is issued requesting the remaining balance be paid within 7 days.

Non-payment after final demand

5. **Summons issued** – The Council will summons the customer to Court and £50.00 costs are charged to the customer. If payment is made in full by the court date, no further costs are added.

If the debt is not paid in full by the court date....

6. **Liability Order** – The Council will go to Court and request a Liability Order. The council will seek further costs of £20.00.

Once a Liability Order has been granted

7. **14-day letter**- The Council will issue a letter requesting an arrangement to re-pay the debt be set up.

If the customer does not respond to the 14 day letter, or fails to make contact with the council....or defaults on a special arrangement entered into with the Council....

8. **Enforcement agency** –The Council will forward the account to the enforcement agent.

The Enforcement agent will attempt to obtain monies due. Additional costs will be levied to the customer by the Enforcement agent. The costs incurred will be in compliance with current legislation.

If the Enforcement agent fails to obtain monies due the case is returned to the council

Debt that remains outstanding at this point will be passed to the Councils enforcement panel where a decision will be made on the most appropriate course of recovery action to pursue. The options of recovery are:

9. **Committal** – The Council may forward the case to Court for committal proceedings, where the debt exceeds £200:00. The Court will decide on appropriate actions. This will be either, 1. Remit the debt (cancel what is owing in full, or in part) 2. Set up an arrangement to pay the debt, or 3. Issue a prison sentence not exceeding 3 months. Cost of £305:00 are added to the debt.

10. **Charging Order** – The County court may place a charge/debt on the debtor's property. If the property is sold then the charge is repaid out of the money received. A charge can remain on a property for many years. This option will be considered where debt exceeds £1,000:00

11. **Bankruptcy/liquidation**-if sufficient assets exist to meet the outstanding debt the council can petition for Bankruptcy to the County Court, where the debt exceeds £5,000:00.

Write Off of Council Tax and Business Rates

Under the law, there is an obligation to take reasonable steps to collect debts. There are however circumstances where there is justification for writing off debts provided reasonable steps have been taken regarding each individual case. Therefore an active write off procedure is essential for collecting Tax and Business Rates

In accordance with the Councils financial regulations, standing orders and through delegated powers granted:

- Write off up to £200:00 delegated to Income & Awards Manager
- Write off between £200:01 and £500:00 Head of Business Services
- Write off between £500:01 to £1,000:00 Director - Resources
- Write off greater than £1,000:01 by Portfolio Holder for Finance.

Circumstances where debts may be authorised for write off:

Listed below are circumstances where an unrecoverable debt will be considered for write off.

1. Where the person is made insolvent (bankruptcies, insolvencies and administration orders).
2. The person dies and there are no funds within the estate to pay the debt.

3. The person has left the Authority and we are unable to trace their whereabouts. If whereabouts are discovered at a later date recovery of the monies will resume.
4. Where the cost of collection will be greater than the amount of the debt
5. Where other information obtained makes it clear that it is uneconomical or impractical to recover the debt.
6. Hardship cases where the individual circumstances of the debtor may lead to a decision to write off a debt.
7. Remitted by Magistrates Court, or following a committal to imprisonment.

CYNGOR SIR POWYS COUNTY COUNCIL

CABINET
30th July 2019

REPORT BY: Cllr. Aled Davies
Portfolio Holder for Finance
SUBJECT: Treasury Management Review 2018/19

REPORT FOR: Approval

1. Introduction:

- 1.1 The Council's Treasury Management Policy, as per the CIPFA Code of Practice, requires an annual report on Treasury Management activity to be approved by Cabinet by 30th September each year.
- 1.2 Treasury Management in this context is defined as:
"The management of the authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

2. The Council's Overall Borrowing Need:

- 2.1 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.

Reducing the CFR – the Council's underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision (MRP) to reduce the CFR. This is effectively a repayment of the borrowing need. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

- the application of additional capital financing resources, (such as unapplied capital receipts); or
- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

- 2.2 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 can be sourced through external borrowing or utilising temporary cash resources within the Council.

3. Strategy for 2018/19:

3.1 At the start of 2018/19 the Authority had an estimated Capital Financing Requirement of £324.5m, projected to rise by £114.7m during the course of the following five years to £439.2m. The Authority's external borrowing at 1st April 2018 stood at £251.4m. In relation to the CFR figure of £324.5m, this equated to the Authority being under borrowed by £73.1m.

3.2 During 2018-19, the Council maintained an under-borrowed position. This meant that the capital borrowing need (CFR) was not fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were low. A cost of carry remained during the year on any new long-term borrowing that was not immediately used to finance capital expenditure. This is because it caused a temporary increase in cash balances which would have incurred a revenue cost of the difference between (higher) borrowing costs and (lower) investment returns.

The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when this authority may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.

3.3 Investment returns remained low during 2018/19. The expectation for interest rates within the treasury management strategy for 2018/19 was that Bank Rate would rise from 0.50% to 0.75%. At the start of 2018-19, and after UK GDP growth had proved disappointingly weak in the first few months of 2018, the expectation for the timing of this increase was pushed back from May to August 2018. Investment interest rates were therefore on a gently rising trend in the first half of the year after April, in anticipation that the MPC would raise Bank Rate in August. This duly happened at the MPC meeting on 2 August 2018. It was expected that the MPC would not raise Bank Rate again during 2018-19 after August in view of the fact that the UK was entering into a time of major uncertainty with Brexit due in March 2019.

Investment rates changed little during August to October but rose sharply after the MPC meeting of 1 November was unexpectedly hawkish about their perception of building inflationary pressures, particularly from rising wages. However, weak GDP growth data after December, plus increasing concerns generated by Brexit, resulted in investment rates falling back again.

This authority did not have sufficient cash balances to be able to place deposits for more than a month in order to earn higher rates from longer deposits.

3.4 The Capital Programme for 2018/19 incorporated £17.9m of prudential borrowing at start of year so there was the possibility the Authority would need to externally borrow during the year. The agreed strategy for this at the start of the year, based

on interest rate forecasts and discussions with Link (the Authority's advisors), was to set a benchmark of 2.0% for 5 year borrowing, 2.5% for 10 year borrowing, 2.9% for 25 year borrowing and 2.7% for 50 year borrowing. This remained largely unchanged during the year.

- 3.5 In light of the continuing stress on the world banking system, enhanced priority was given to the security and liquidity of investments.

The strategy for investments therefore was:

- a) to ensure the security of the Authority's funds
- b) to ensure the Authority had sufficient liquidity to meet its cashflow requirements
- c) to achieve the optimum yield after ensuring a) and b) above.

4. Treasury Position:

- 4.1 The major issue for Treasury Management in 2018/19, alongside reducing cash balances, was the continuing challenging environment of previous years i.e. low investment returns and continuing counterparty risk which meant giving heightened preference to security and liquidity of investments. This resulted in the investment portfolio being in short-term investment instruments with lower rates of return but higher security and liquidity.
- 4.2 In order to balance the impact of the loss in investment income the Authority was mindful of the possibility of making premature repayments of debt if circumstances were conducive to this.

Net borrowing increased by £48.874M in the year. This increase arose as follows:

	£000s
Increase in PWLB debt	47,879
Decrease in LOBO debt	(5,000)
Increase in Market debt	10,000
Decrease in Temporary Borrowing	(5,000)
Increase in Investments	(6,005)
	41,874

- 4.3 The table below summarises the borrowing and investment transactions during the year:

	Balance 01-04-18	Borrowing	Investments	Repayments	Balance 31-03-19
	£000's	£000's	£000's	£000's	£000's
PWLB *	181,359	47,900	N/A	(21)	229,238
LOBOs *	40,000	Nil	N/A	(5,000)	25,000
Market Loans	25,000	10,000	N/A	Nil	45,000
Temporary Borrowing	5,000	39,475	N/A	(44,475)	Nil
Total	251,359	97,375	N/A	(49,496)	299,238
Temporary Investments	(2,955)	N/A	(270,280)	264,275	(8,960)
Long Term Investments	Nil	N/A	Nil	Nil	Nil
Net Borrowing	248,404	97,375	(270,280)	214,779	290,278

Note: * Public Works Loan Board / Lender's Option Borrower's Option
(2 LOBOs are now fixed so moved to Market Loans categorisation)

4.4 A summary of the economy for 2018/19 is at Appendix A.

5. Debt Rescheduling/Repayment:

5.1 No rescheduling was carried out during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

6. Performance Measurement:

6.1 Whilst investment performance criteria have been well developed and universally accepted, debt performance indicators continue to be a more problematic area with the traditional average portfolio rate of interest acting as the main guide. In this context, the overall average rate of interest on all debt in 2018/19 was 4.02%.

	31.03.19 £000's	Average rate for year	31.03.18 £000's	Average rate for year
Total debt	299,238	4.02%	251,359	4.38%
CFR	349,520		313,873	
Over/(under borrowing)	(50,282)		(62,514)	

6.2 The Treasury Management Policy stipulates that the Average Rate on External Investments should be compared with the 3-month un compounded LIBID rate. This is in preference to the 7-day un compounded LIBID rate and is in line with Link's advice. It reflects a more realistic neutral investment position for core investments with a medium-term horizon and a rate which is more stable with less fluctuations caused by market liquidity. Historically, the 3-month rate has been slightly higher than the 7-day rate and is, therefore, more challenging for the cash manager.

6.3

Average investments held during 2018/19 £000's	Average rate achieved	3 month LIBID	Average investments held during 2017/18 £000's	Average rate achieved	3 month LIBID
13,355	0.31%	0.67%	11,550	0.36%	0.587%

In 2018/19 the average rate on external investments achieved was 0.31% compared with the 3 month un compounded LIBID rate of 0.67%. This was as expected due to the reduced and short-term nature of the Council's cash balances available for investment.

7. **Summary Statement of Accounts**

- 7.1 The Treasury Management Policy Statement stipulates that a summary Statement of Accounts for Treasury Management be produced at the year end and reported as part of the annual review (see Appendix B).

8. **Prudential/Treasury Indicators**

- 8.1 During the year the Authority operated within the treasury limits as approved by Council.

9. **Member Training**

- 9.1 The CIPFA Code of Practice states that members charged with governance (all members as the annual strategy requires approval by Full Council) have a personal responsibility to ensure that they have the appropriate skills and training for their role. As such, the Authority provided two members' briefing sessions for treasury management in 2018/19.

10. **Treasury Management Policy Statement**

- 10.1 Any major changes to the Treasury Management Policy Statement are reported to Cabinet whilst any minor changes are circulated to members via the members' portal.

Proposal

It is proposed that the Treasury Management Review Report is approved.

Statutory Officers

Chief Finance Officer's comment:

The Head of Financial Services (s151 Officer) notes the report's contents and that, by receiving the report before 30th September, the Cabinet has met the Council's responsibility under the code of practice.

The Solicitor to the Council (Monitoring Officer) has made the following comment:
 "I have nothing to add to the report".

Recommendation:		Reason for Recommendation:	
The contents of this report are approved.		Statutory requirement	
Person(s) To Action Decision			
Date By When Decision To Be Actioned:			
Relevant Policy (ies):	Financial Regulations, Treasury Management Policy		
Within Policy:	Y	Within Budget:	N/A
Contact Officer Name:	Tel:		Email:
Ann Owen	826327		ann.owen@powys.gov.uk

Background Papers used to prepare Report:

Treasury Management Policy Statement
 CIPFA Code of Practice on Treasury Management and Cross Sectoral Guidance Notes
 Advisor's Papers

Appendix A:

UK. After weak economic growth of only 0.2% in quarter one of 2018, growth picked up to 0.4% in quarter 2 and to a particularly strong 0.7% in quarter 3, before cooling off to 0.2% in the final quarter. Given all the uncertainties over Brexit, this weak growth in the final quarter was as to be expected. However, some recovery in the rate of growth is expected going forward. The annual growth in Q4 came in at 1.4% y/y confirming that the UK was the third fastest growing country in the G7 in quarter 4.

After the Monetary Policy Committee raised Bank Rate from 0.5% to 0.75% in August 2018, it is little surprise that they have abstained from any further increases since then. We are unlikely to see any further action from the MPC until the uncertainties over Brexit clear. If there were a disorderly exit, it is likely that Bank Rate would be cut to support growth. Nevertheless, the MPC has been having increasing concerns over the trend in wage inflation which peaked at a new post financial crisis high of 3.5%, (excluding bonuses), in the three months to December before falling only marginally to 3.4% in the three months to January. British employers ramped up their hiring at the fastest pace in more than three years in the three months to January as the country's labour market defied the broader weakness in the overall economy as Brexit approached. The number of people in work surged by 222,000, helping to push down the unemployment rate to 3.9 percent, its lowest rate since 1975. Correspondingly, the total level of vacancies has risen to new highs.

As for CPI inflation, this has been on a falling trend since peaking at 3.1% in November 2017, reaching a new low of 1.8% in January 2019 before rising marginally to 1.9% in February. However, in the February 2019 Bank of England Inflation Report, the latest forecast for inflation over both the two and three year time horizons remained marginally above the MPC's target of 2%.

The rise in wage inflation and fall in CPI inflation is good news for consumers as their spending power is improving in this scenario as the difference between the two figures is now around 1.5%, i.e. a real terms increase. Given the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months.

Brexit remains an unknown as it currently remains unlikely that there will be a Commons majority which would support a disorderly Brexit or revoking article 50 (cancelling Brexit). There will also need to be a long delay if there is no majority for any form of Brexit. If that were to happen, it increases the chances of a general election in 2019 and this could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up.

Appendix B:

**Statement of Accounts
Treasury Management**

		2018/19	2018/19	2017/18
		Actual	Budget	Actual
		£	£	£
Employees		175,513	165,000	146,496
Transport	*1	2,140,679	1,266,450	2,002,811
Supplies & Services		201,750	200,000	199,711
Interest Paid	*2	10,711,281	12,699,120	10,398,779
Debt Management Expenses		23,710	6,000	30,947
Gross Expenditure		13,226,081	14,336,570	12,778,744
Interest Received		51,310	0	67,066
Gross Income		51,310	0	67,066
Net Expenditure		13,174,771	12,682,255	12,711,678

Note 1: Employees increase was due to having to cover a maternity leave

Note 2: Transport relates to the cost of leasing/hire across the Authority and is included in the Treasury Management Statement of Accounts as leasing is classed as a Treasury Management activity.

Note 3: Supplies & Services: includes £149k dr/cr card charges, £33k bank charges

CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET
30th July 2019

REPORT AUTHOR: County Councillor Aled Davies
 Portfolio Holder for Finance

SUBJECT: Treasury Management Qtr 1 Report

REPORT FOR: Information

1. Summary

- 1.1 CIPFA's 2009 Treasury Management Bulletin suggested:
 "In order to enshrine best practice it is suggested that authorities report formally on treasury management activities at least twice a year and preferably quarterly."

The CIPFA Code of Practice on Treasury Management emphasises a number of key areas including the following:-

- xi. Treasury management performance and policy setting should be subject to scrutiny prior to implementation.

- 1.2 In line with the above, this report is providing information on the activities for the quarter ending 30th June 2019.

2. Economic Background and Forecasts

- 2.1 The economic background is attached at Appendix B.
- 2.2 The most recent forecast of interest rates by the Authority's advisor is as follows:

	Sep 19	Dec 19	Mar 20	Jun 20	Sep 20	Dec 20	Mar 21
Bank rate	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.25%
5yr PWLB	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%
10yr PWLB	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
25yr PWLB	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%
50yr PWLB	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%

3. Treasury Management Strategy

- 3.1 The Treasury Management Strategy approved by Full Council on 7th March 2019 is at Appendix A.
- 3.2 The Authority's investment priorities within the Strategy are: -

- (a) the security of capital and

(b) the liquidity of its investments.

3.3 The Authority aims to achieve the optimum return on its investments commensurate with proper levels of security and liquidity. The risk appetite has been low in order to give priority to security of investments.

4. Current Investments

4.1 The current investment market is difficult in respect of earning the level of interest rates commonly seen in previous years as rates are very low and in line with the 0.75% Bank Rate.

4.2 The Authority had the following investments at 30th June 2019:-

Invested with:	Principal £000's	Interest Rate	Start Date	Maturity Date
BOS	13,460	0.55%		
HSBC	50	0.50%		
Thurrock BC	5,000	0.75%	28-Jun-19	30-Sep-19
Total	18,510			

4.3 Higher return rates have been difficult to achieve as the Authority is not in a position to invest its cash for more than a short period of time.

4.4 Redemption Penalties:
There are no current fixed investments to redeem.

4.5 Investment returns in future years:
Our advisors' current suggested earning rates for investments for budgeting purposes were as follows:-

2019/20	0.75%
2020/21	1.00%

These are based on investments for up to three months duration.

5. Credit Rating Changes

5.1 There have been no credit rating changes relevant to this Authority's position during the last quarter.

5.2 The credit rating list for end of June is attached as a separate file to this report.

6. Borrowing / Re-scheduling

6.1 Effective management of the Authority's debt is essential to ensure that the impact of interest payable is minimised against our revenue accounts whilst maintaining prudent borrowing policies.

6.2 The Authority's Capital Position:

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.

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.

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.

Original CFR Position (per original approved budget):

	As at 31.03.19 Actual	2019/20 Original Estimate	2020/21 Original Estimate	2021/22 Original Estimate
	£M	£M	£M	£M
Capital Financing Requirement	349,530	401,581	446,140	465,145

Updated CFR position as at 30.06.19:

	As at 31.03.19 Actual	2019/2020 Current Actual	2020/21 Current Estimate	2021/22 Current Estimate
	£M	£M	£M	£M
Capital Financing Requirement	349,530	Not available	Not available	Not available

- 6.3 The Authority had outstanding long-term external debt of £299.2m at 31st March 2019. In relation to the CFR figure for 31st March 2019, this equated to the Authority being under borrowed by £50.3m. Using cash reserves as opposed to borrowing has been a prudent and cost effective approach over the last few years. 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.

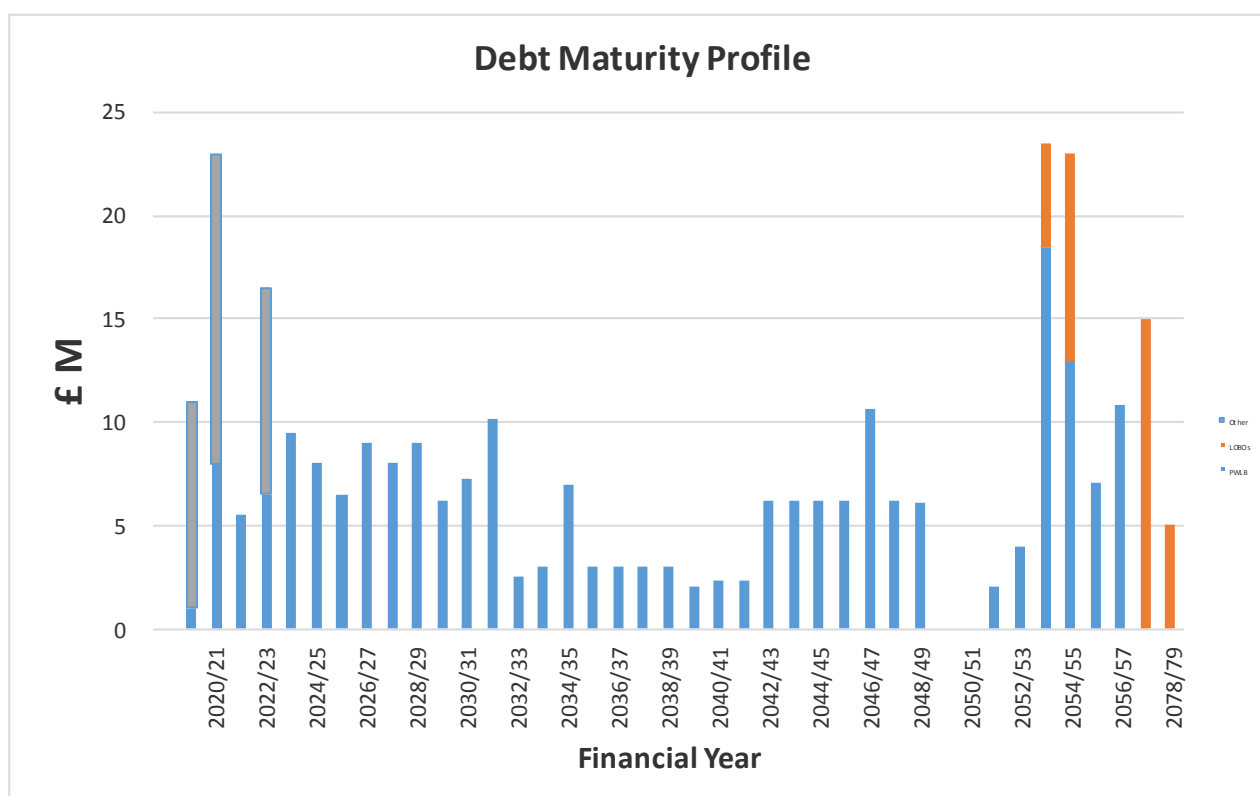
6.4 Capital Budget/Spend per efinancials:

Capital:	Original Approved Budget £	Working Budget £	Actual Capital Spend (not including commitments) £	%age Actual Spend
	92,234,000			
Qtr 1 end of June		123,568,153	6,655,314	5.39%

The financing of the approved capital budget included £42.2m of Prudential Borrowing.

It remains a significant challenge to manage the Authority's cashflow and its need to borrow when the Capital working budget increases and decreases significantly during the financial year and, despite this, actual spend continues to be significantly below the working budget.

6.5 Debt Maturity Profile as at 30.06.19:



6.6 PWLB Loans Rescheduling:

The Public Works Loans Board released a circular regarding rates on 20th October 2010. As a result of this, rates immediately increased by 0.87-0.88 basis points across the board. The overall impact of this circular was that it is far more difficult for authorities to reschedule debt. PWLB interest rates in the last quarter have not been conducive towards any rescheduling.

7.1 All TM Prudential Indicators were complied with in the quarter ending 30th June 2019.

8. VAT

8.1 The Technical Section of Finance act as the authority's VAT section. VAT can pose a risk to the authority hence the Treasury Manager has been asked to include VAT information in these quarterly reports.

8.2 The monthly VAT returns were submitted within the required deadlines during the quarter ending 30th June 2019.

8.3 Key Performance Indicators:

The VAT KPI's for 2019/20 are attached at Appendix C. The KPI's for debtor invoices are currently showing an improvement due to a change in process following implementation of the new financial system in April.

Proposal

It is proposed that the Treasury Management quarterly report is received.

Statutory Officers

The Head of Financial Services (acting s151 officer) notes the content of the report and supports the recommendation.

The Solicitor to the Council (Monitoring Officer) has made the following comment: "I have nothing to add to the report".

Recommendation:		Reason for Recommendation:	
That the Treasury Management Quarterly Report be received		To ensure Cabinet remains informed about current Treasury Management performance	
Relevant Policy (ies):		Treasury Management Policy	
Within Policy:	Y	Within Budget:	N/A
Person(s) To Implement Decision:		N/A	
Date By When Decision To Be Implemented:		N/A	
Contact Officer Name:	Tel:	Email:	
Ann Owen	01597 826327	ann.owen@powys.gov.uk	

Background Papers used to prepare Report:

CIPFA Code of Practice on Treasury Management
Treasury Management Policy Statement / Advisors' Information
WAG Guidance on Local Government Investments 2010 / PWLB circulars

Appendix A:

Approved Treasury Management Strategy 2019/20:

7.5 "High" credit quality:

- 7.5.1 It is proposed that the Authority continue with the following in respect of defining a "high" credit quality. If a rating is not available from any of the rating agencies then the available ratings will be used. Members will note that this proposal excludes investments with some banks off the advisors' suggested list:-

Long Term Ratings (in respect of long-term investments):

Permitted Fitch Ratings	Permitted Moodys Ratings	Permitted S&P Ratings
AAA	Aaa	AAA
AA+	Aa1	AA+
AA	Aa2	AA
AA-	Aa3	AA-

Short Term Ratings (in respect of short-term investments):

Permitted Fitch Ratings	Permitted Moodys Ratings	Permitted S&P Ratings
F1+	N/A	A-1+
F1	P-1	A-1

7.6 Country limits:

- 7.6.1 It is proposed that the Authority will use approved counterparties from the UK and approved counterparties from other countries with the following sovereign credit ratings:-

Permitted Fitch Ratings	Permitted Moodys Ratings	Permitted S&P Ratings
AAA	Aaa	AAA

Country	Maximum Investment per Country	Credit Rating/Other Assessment of Risk
AAA countries	£20M (held in call accounts)	As per rating list
UK	No Maximum Investment	As per rating list

7.7 Group/Institutions - Counterparty Criteria/Limits:

Specified Investments:

Institution	Maximum Investment per Group/Institution £M	Maximum Length	Credit Rating/Other Assessment of Risk
UK Banks	30	Up to 364 days	As per Link's matrices and the Authority's definition of a high credit rating
Foreign Banks	5	Up to 364 days	As per Link's matrices and the Authority's definition of a high credit rating
Other Local Authorities	25	Up to 364 days	N/A

Non-Specified Investments:

Institution	Maximum Investment per Group/Institution £M	Maximum Length	Credit Rating/Other Assessment of Risk
UK Banks	10 (£5M limit with any one institution)	Up to 2 years	As per Link's matrices and the Authority's definition of a high credit rating
Foreign Banks	2	Up to 2 years	As per Link's matrices and the Authority's definition of a high credit rating
Money Market Funds (max. of 5)	10	N/A	All are AAA rated
Other Local Authorities	10	Up to 5 years	N/A
<i>Note: Limits for Specified and Non-Specified are combined limits. The maximum limit will also apply to a banking group as a whole.</i>			

Appendix B

Economic Background

The final Q1 2019 GDP growth was confirmed at 0.5% quarter on quarter and 1.8% year on year. Annualised growth marked a pick up from 1.4% in Q4 to the strongest pace of growth since Q3 2017, while quarterly growth improved from 0.2%. Household spending, government consumption and investment all made positive contributions, while net trade had a negative impact. Business investment grew less than expected in Q1, growing 0.4% after a 0.9% decline in Q4. It was the first expansion following four quarters of declines.

The June Monetary Policy Committee (MPC) meeting delivered the expected no change vote with a unanimous 9-0 vote to keep bank rate at 0.75%. The tone of the discussion was, however, more dovish, suggesting that downside risks to growth have increased, pointing to concerns about a global trade war and a no deal Brexit have increased. The Bank pared back growth expectations for Q2 to zero. There was a fairly optimistic message about the outlook for interest rates but the MPC remains concerned that inflation will breach target by 2021. Analysts, however, suggest that the unanimity of the vote masks disagreement between the members. The ongoing Brexit saga will ensure that any initial hike is delayed even though a disorderly Brexit has been avoided for now. The lack of clarity over Brexit (with the two remaining challengers to replace Mrs May not definitive as to their position come October 31st) together with trade uncertainty, global growth concerns and political tensions, is a toxic mix which is unsettling the markets, resulting in volatility of interest rate expectations. Rate hike expectations are all but zero for the MPC meetings out to next May, but those for a cut have picked up on the dovishness of the Bank of England and the Federal Reserve at their recent policy meetings. The outcome of the G20 meeting has had little impact, with the markets' expectations for a rate cut between November and next May little changed at 16-37%, thus not a particularly strong view.

The June services Purchasing Managers Index proved another weak release, falling to 50.2 and indicating the weakest rate of expansion for three months, as domestic conditions remain sluggish and risk aversion has been increased by the ongoing uncertainty around Brexit. New orders were down for a fifth month out of the last six and backlogs of work have fallen for the longest period since 2011. However, employment has improved in three of the last four months as part of longer term expansion plans. Input price inflation rose on increased transportation costs and wage pressures, but output prices increased at the second slowest rate since June 2017, as competition for work intensified. Confidence has been dented by the political uncertainty and worries that global economic conditions will rein in corporate spending.

VAT - Key Performance Indicators:

Creditor Invoices

VAT return for	No of high value Creditor invoices checked	No of Creditor invoices highlighted as requiring "proper" document for VAT recovery	%age of creditor invoices checked requiring "proper" document for VAT recovery
Apr-19	102	3	2.94%
May-19	184	1	0.54%
Jun-19			
Jul-19			
Aug-19			
Sep-19			
Oct-19			
Nov-19			
Dec-19			
Jan-20			
Feb-20			
Mar-20			

Cash Receipting Entries

VAT return for	No of cash receipting entries checked by formula per the ledger account code used	No of cash receipting entries needing follow up check (but not necessarily incorrect)	%age of cash receipting entries needing follow up check
Apr-19	645	17	2.64%
May-19	676	4	0.59%
Jun-19			
Jul-19			
Aug-19			
Sep-19			
Oct-19			
Nov-19			
Dec-19			
Jan-20			
Feb-20			
Mar-20			

Debtor Invoices

VAT return for	No of Debtor invoices checked (value >£5k)	No of checked debtor invoices with incorrect VAT code used	%age of debtor invoices with incorrect VAT code
Apr-19	50	0	0.00%
May-19	57	1	1.75%
Jun-19			
Jul-19			
Aug-19			
Sep-19			
Oct-19			
Nov-19			
Dec-19			
Jan-20			
Feb-20			
Mar-20			

Purchase Cards

VAT return for	No of transactions for previous month for which paperwork requested for checking	No of Amazon invoices included in check	Resolvable errors discovered	No of transactions for which no response received within timescale	Value of VAT potentially claimable but recharged to budget due to non-response	No of transactions where VAT claimed incorrectly	%age of transactions available to be checked where VAT was claimed incorrectly	Value of VAT incorrectly claimed hence recharged to budget
Apr-19	243	13	15	Work in progress	Work in progress	11	4.53%	£1,162.23
May-19	302	10	21	Work in progress	Work in progress	22	7.28%	£1,035.51
Jun-19								
Jul-19								
Aug-19								
Sep-19								
Oct-19								
Nov-19								
Dec-19								
Jan-20								
Feb-20								
Mar-20								

Chargebacks to service areas

As a result of the monthly Creditor invoice checking, Treasury Management produce a list of Creditor payments for which a "proper" vat document has not been received. Any VAT amounts on these invoices are held in the vat account and are not claimed until such time as a valid invoice is received. The relevant budget holder is emailed the details and asked to source a correct document. Failure to do this results in the relevant budget being charged the vat amount that cannot be reclaimed due to the lack of a proper document.

Further to the above, the upload of appropriate documents to the Barclaycard purchase card system to enable vat recovery was made mandatory in September 2017 as a result of the lack of response from service areas/establishments to provide documents when requested. Where no document has been uploaded, any VAT amount input against the transaction is charged to the service area as there is no evidence to support the vat recovery.

The total amount charged back to service areas in 2019/20 to end of May is £4,279.11. The breakdown of this is as follows:-

Reason	£
Not a tax invoice	
Not a tax invoice – no response from service area	
PCC not the named customer	250.00
No VAT registration number on invoice	
No invoice uploaded to Barclaycard system	4,029.11
Invoices uploaded do not match the payment	
No evidence supplied to enable vat recovery	
Foreign VAT (not recoverable)	
No VAT amount on invoice in first place	
Supplier not vat registered	
Supply not to PCC	
Overaccounting for VAT	
PCC Internal payment	
Document spoilt	
Pool car adjustment	
Total	4,279.11

Of the above the £4,029.11 was potentially recoverable.

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By virtue of paragraph(s) 14 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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CYNGOR SIR POWYS COUNTY COUNCIL.

CABINET
30th July 2019

REPORT AUTHOR: Executive Leader County Councillor Rosemarie Harris
Portfolio Holder for Risk Management

SUBJECT: Strategic Risk Register Report Quarter 1 - 2019/20

REPORT FOR: Decision

1. Summary

1.1 Risk management is a core governance discipline that supports organisational delivery. The risks that Powys County Council face are dynamic, so the key of good risk management is to combine planning around what we think may happen whilst also adapting to a changing risk environment. Our risk register is key to safeguarding the organisation and building resilience into our services.

2. Strategic Risk Register

2.1 The strategic risk register remains as per the previous quarter with the remaining 9 risks unchanged for this period. All owners have been asked to provide a short summary of progress since last quarter to provide assurance that mitigating actions are being actioned and monitored. See appendix A.

2.2 Full detail of the risks and the mitigation identified to control the risks is included in appendix A. Appendix B presents the results of the risk assessment process visually in the form of a heat map.

2.3 There has been a request from audit committee to consider the inclusion of the Mid Wales Growth Deal and long term financial planning in the strategic risk register. The risks of Mid Wales Growth Deal are managed through the programme.

3. Utilisation of JCAD

3.1 The electronic risk management software (JCAD Core) continues to be rolled out across the organisation as part of a phased approach, along with guidance and training. Services are accountable for their service risk registers; not only identifying risks but also the implementation of mitigating actions and regular active monitoring.

3.2 As at the end of June 2019, the position of each of the 12 services and transformation programmes across the authority regarding whether the JCAD risk management software is being utilised to record and report on risks is as per Table 1 below. The timeframes are suggested by the Strategy,

Performance & Transformation Programmes team and awaiting agreement from relevant services.

Table 1. Service Areas

Service	Head of Service	Is the service currently using JCAD (Yes/No)	If no, timeframe for developing risks on JCAD
Adults Services	Michael Gray	Yes	
Childrens Services	Jan Coles	Yes	
Commissioning	Dylan Owen	Yes (recorded under Adult Services)	
Digital & Communications Service	Clint Middleton	Partly (Yes for ICT)	Communication & Customer Services 11th Oct 2019
Education	Alec Clark	Yes	
Finance	Jane Thomas	No	11th Oct 2019
Highways Transport & Recycling	Adrian Jervis	Yes	
Housing and Community Development	Nina Davies	Yes	
Legal & Democratic Services	Clive Pinney	No	11th Oct 2019
Property, Planning & Public Protection	Gwilym Davies	Yes	
Strategy, Performance & Transformation Programmes	Emma Palmer	Yes	
Workforce, & Organisation Development	Paul Bradshaw	Yes	

Table 2. Transformation Programmes

Transformation Programme	Lead	Is the service currently using JCAD (Yes/No)	If no, timeframe for developing

			risks on JCAD
North Powys Wellbeing Programme	Head of Commissioning (children and Adults)	No – All risks are joint risks and currently recorded on the PTHB system only, to save duplication.	
Mid Wales Growth Deal	Head of Housing and Community Development	Yes	
Brecon Place Based Strategy	Head of Strategy Performance And Transformation	No	11th Oct 2019 or when at risk register stage of the process.
Local Authority Trading Company	Head of Strategy Performance And Transformation	Yes	
21st Century Schools Transformation	Head of Strategy Performance And Transformation	No	11th Oct 2019
Digital First	Head of Digital and Communications Services	No	11th Oct 2019 or when at risk register stage of the process.
Workforce Futures	Head of Workforce and Organisation	No	11th Oct 2019 or when at risk register stage of the process.
Medium Term Financial Plan	Head of Finance	No	11 th Oct 2019 or when at risk register stage of the process.

The previous transformation programmes of Start Well and Making it Happen were added on to JCAD in Jan 2019.

All service risks are managed in the respective service area regardless of whether they are recorded on JCAD or not.

4. Review of Risk Matrix

4.1 Appendix C presents the proposal of aligning the Council's risk matrix with Powys Teaching Health Boards risk matrix. This would provide consistency across joint programmes and projects of work and would result in a more simplified scoring scale for 'Likelihood' and 'Impact' of risk.

4.2 The benefit would be as follows:-

Simplified scoring and five-scaled matrix to align with the one of our key partners, the Powys Teaching Health Board in order to ensure that when we are working on joint projects we have a joint understanding on how we are scoring and managing risk which is important to the success of these programmes.

5. Options Considered / Available

N/A

6. Preferred Choice and Reasons

N/A

7. Impact Assessment

Is an impact assessment required? No

8. Corporate Improvement Plan

The Strategic Risk Register outlines the key risks to the Council's 'business as usual' activities, as well as risk to delivery of objectives contained within the Corporate Improvement Plan.

9. Local Member(s)

This report impacts upon all Members equally and does not affect local Members individually.

10. Other Front Line Services

Does the recommendation impact on other services run by the Council or on behalf of the Council? Yes

11. Communications

Have Communications seen a copy of this report? Yes
No proactive communication activity at this stage.

12. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)

12.1 Legal – The Professional Lead notes the content of the report and supports the recommendations.”

12.2 Finance – The Strategic Risk Register outlines the key risks to the Council’s activities, as well as risk to delivery of objectives contained within the Corporate Improvement Plan. The actions required to mitigate the risks are funded from existing service budgets, there are therefore no direct financial implications from this report although these may arise as new risks are identified on an on-going basis.

13. Scrutiny

Has this report been scrutinised? No

14. Data Protection

If the proposal involves the processing of personal data then the Data Protection Officer must be consulted and their comments set out below.

15. Statutory Officers

15.1 The Head of Finance (Section 151 Officer) – The Head of Finance (Section 151 Officer) notes the comments from Finance.

15.2 Monitoring Officer – The Deputy Monitoring Officer notes the legal comment and has nothing further to add.”

16. 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>That;</p> <ul style="list-style-type: none"> • Cabinet notes the risk register and the current risks faced by the organisation. • Risks for each Service, and any Programme and Projects are recorded on JCAD. • The Council adopts the proposed risk assessment matrix and it is implemented in readiness for quarter 2 reporting. 	<p>To ensure appropriate understanding and management of risk and good governance of the Council.</p>

Relevant Policy (ies):	Risk Management Strategy/toolkit		
Within Policy:	Y	Within Budget:	Y / N

Relevant Local Member(s):	N/A
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Person(s) To Implement Decision:	N/A
Date By When Decision To Be Implemented:	N/A

Is a review of the impact of the decision required?	Y / N
If yes, date of review	
Person responsible for the review	
Date review to be presented to Portfolio Holder/ Cabinet for information or further action	

Contact Officer: Emma Palmer Tel: 01874 612217 Email: Emma.Palmer@powys.gov.uk
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**Background Papers used to prepare Report:
JCAD**

CABINET REPORT TEMPLATE VERSION 6

Strategic Risk Register				Portfolio	Inheren	Residu	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action	Status
			<p>Promoting Powys as a place to live, visit and do business - Head of Housing and Community Development</p> <p>Improving skills and supporting people to get good quality jobs- Head of Education</p> <p>Developing a health and care workforce for the future - Head of Workforce and Organisational Development</p> <p>Developing digital solutions and services - Corporate Director - Transformation</p> <p>Improving education attainment of all pupils - Head of Education</p> <p>Improving the skills and employability of young people and adult - Head of Education</p> <p>Support communities to be able to do more for themselves and reduce demand on public services -Head of Housing and Community Development</p> <p>Developing a workforce strategy which ensures Council is an excellent employer - Head of Workforce and Organisational Development</p> <p>In addition, Adult Social Services and Children's Services are taking a number of specific actions, supported by Workforce and Organisation Development to tackle the issue, which is already having a significant impact in domiciliary care staff recruitment and social work recruitment. Here there are areas where recruitment and retention is more difficult, including mental health social workers who are AMHP qualified, where a number of recent campaigns resulted in 19 applicants but only two people being appointed. Within domiciliary care, it is becoming more difficult for providers to recruit staff.</p> <p>Actions that are being taken forward in 2019-20 to mitigate the immediate social care risks include:</p>					

Strategic Risk Register				Portfolio	Inheren	Residu	Controls and Actions
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action Status
			<p>Increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches - Head of Commissioning (Children's and Adults)</p> <p>Develop an Adults' Service recruitment and retention strategy, based on a strong brand promoting positive values and working/living environment - Head of Workforce and Organisational Development</p> <p>Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications to support role requirements within the Council and the Health Board - Head of Workforce and Organisational Development</p> <p>Formal partnership with the Open University and secondment of students - Head of Adult Services and Head of Children Services</p> <p>Consideration of a joint bank of staff available to maintain staffing levels and reduce risk - Head of Workforce and Organisational Development</p> <p>Investigation of the Apprenticeship framework to see what can be offered to younger people to attract them into social care roles - Head of Workforce and Organisational Development</p> <p>Build better connections with schools within Powys and universities within Wales and just across the border in order to attract younger people to work in Powys - Head of Education</p> <p>Conduct research to understand the workforce profile in health and social care - Head of Workforce and Organisational Development</p> <p>Telehealth and telecare - Head of Commissioning (Children's and Adults)</p>				

Strategic Risk Register				Portfolio	Inheren	Residu	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action	Status
CS0009 Jan Coles Escalated From :- Children's Services	Ability to meet the requirements of the MTFS / Retaining grant funding around posts within Children's Services / Addressing the deficit in the FRM (£1.1million) for 2018/19	- Budget overspend / efficiencies not achieved - Loss of funding leading to an impact on budget and potentially reducing EI&P help and prevention, which could increase costs of statutory services - Financial implications for the Authority - budget will suffer an overspend - Impact on other services/functions- Significant budget overspend - Decreased funding for 18/19 - Decreased funding expected 19/20 - Reconfiguration of anti-poverty grants likely to have an impact	Progress against mitigating actions since last qtr. 1st Qtr 19/20 4th Qtr 18/19 Restructure to place focus on early help, prevention and intervention to prevent escalation at every point is taking place and is on track. Agency staff reduced to 39 Agency staff applying and being appointed to permanent positions Two consultants due to leave in May Continued focus on returning children from out of county placements Admission panel established, chaired by Head of Service, to enable practice to be guided and ensure oversight of all admissions to care Budget training for all managers Budget included as part of performance management in the service	Cllr Rachel Powell Alison Bulman	15	15	<ul style="list-style-type: none"> Budget challenge in respect of placement Budget overspend. Increase number of foster carers. Improvement to Edge of Care services. Reporting to Assurance Board, FSP, and Audit Committee Early help hub All other opportunities for grant funding being reviewed, managed and approached Core funding to be aligned to EI&P and not just to rely on Welsh Government grants Future shape of service review Decrease use of agency staff Head of Service and Senior Managers routinely monitor with finance. Head of Service and Senior Manager control significant spend and staffing Budget challenge and scrutiny Budget plan in place to address pressures Opportunities for grant funding is continually explored with WG and all other bodies. The RPB has a key priority for EI&P across all ages Re-structure of Children's Services implemented to develop more locality working and enable resilience Development of transformation plan Review of residential placements 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action	Status
PCC0003 Caroline Turner	The council receives a negative regulatory / inspection report	<ul style="list-style-type: none"> - Meeting regulatory and legislative duties - Managing demand on the service - Recruitment and retention of staff - Staff morale - Reputational damage 	<p>Progress against mitigating actions since last qtr.</p> <p>1st Qtr 19/20</p> <p>During the quarter we received notification by Estyn of their intention to inspect PCC's Education Service week 1st July. The Education Service prepared thoroughly for the inspection by updating the Self-evaluation, gathering evidence and briefing partners in advance of the inspection. A small corporate Project Team met weekly from mid-April to ensure that the Service was well prepared for the Inspection. This highlighted some processes that needed to be strengthened and embedded over the summer, in advance of the publication of the Inspection report in September.</p>	<p>Cllr Rosemaire Harris</p> <p>Caroline Turner</p>	15	15	<ul style="list-style-type: none"> • Improvement and assurance board • Improvement plans • Communications strategy (internal/external) • close working relationships with regulators • corporate support provided to services • close working relationship with WG 	<p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p>
PPS0007 Nigel Brinn Escalated From :- Property, Planning, and Public Protection	Heart of Wales Property Services (HOWPS)	<ul style="list-style-type: none"> - Failure of statutory functions. - Failure to perform repairs and maintenance. - Failure to achieve projected savings. - Reputational damage to PCC. - Cost to PCC for poor performance. - Officer time costs (due to additional workload). - Financial Risk to HRA and wider Authority. - Critical Wales Audit Office Report. - Non-delivery of key projects due to lack of resources. - Financial Risk to HRA and wider Authority. - Critical Wales Audit Office Report. 	<p>Progress against mitigating actions since last qtr.</p> <p>1st Qtr 19/20</p> <ul style="list-style-type: none"> - Performance monitoring in place. - Pre-Board meetings attended by key internal stakeholders have been set up to discuss high level issues. Actions from meeting escalated to HOWPS Board. - Communication plan reviewed monthly. <p>4th Qtr 18/19</p> <ul style="list-style-type: none"> - Performance monitoring in place. - Communication plan reviewed monthly. 	<p>Cllr Phyl Davies</p> <p>Nigel Brinn</p>	15	15	<ul style="list-style-type: none"> • Potential to invoke step in clauses for specific parts of the contract in line with contract • Awaiting consultation resource plan. • Performance monitoring • Utilisation of contract document to escalate issues. • Development of evidence and fall-back systems • Introduced weekly officer level meetings • Development of contingency plans for contract failure • Head of Service on HOWPS Board of Directors. • Portfolio Holder on HOWPS Board of Directors. • Escalation of risk and concerns to Chief Executive and Strategic Directors. • Recovery plan submitted by Kier on behalf of HOWPS. 	<p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p>

Strategic Risk Register				Portfolio	Inherent	Residu	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action	Status
							<ul style="list-style-type: none"> Additional resources allocated by Kier (3.5 FTE Change Managers). Close monitoring by Directors/Portfolio Holder/Chief Executive/Strategic Directors. 	<ul style="list-style-type: none"> Control In Place Control In Place
ICT0010 Helen Dolman Escalated From :- ICT Page 122	Non compliance with data protection legislation (General Data Protection Regulations (GDPR) and UK Data Protection Act (DPA) 2018	<ul style="list-style-type: none"> Potential fine of up to £17,000,000 or 4% of annual turnover The Council is subject to regulatory data protection audits Reputational damage Regulatory enforcement action Detriment to the data subjects Civil action and associated consequences 	Progress against mitigating actions since last qtr. 1st Qtr 19/20 4th Qtr 18/19 Review of some policies, training and awareness raised. Changes to mandatory training agreed	Cllr James Evans Nessa Young	21	14	<ul style="list-style-type: none"> Staff training Communication Plan - Information Asset Register - Development of internal records of processing - Ensure signed agreements are appropriately stored - Develop data controller vs data Processor check list for services Review of postal checking regimes in place Provision of information to EMT, HoS, and Team Meetings - Presentations to schools GDPR Surgeries - Review current ISP in line with revised versions - Policies and Procedures - Review existing Data Processing agreements - Information sharing protocols - Data sharing agreements - Identify where information sharing takes place - Implement revised WASPI Accord and templates - Revised centralised ISP register to link to information Asset and Record of Processing Activities (ROPA) 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action Completed Action Completed Action Completed Action Completed Control In Place Control In Place Withdrawn Withdrawn Withdrawn Withdrawn

Strategic Risk Register				Portfolio	Inherent	Residual	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action	Status
							<ul style="list-style-type: none"> - Create policy on services undertaking due diligence potential processors - Create log of data processors and agreements linking to information asset and ROPA 	<p>Withdrawn</p> <p>Withdrawn</p>
FIN0001 Jane Thomas Escalated From :- Finance	The Council is unable to manage the level of financial cuts required by the Welsh Government and the relatively poor funding position	<ul style="list-style-type: none"> - The Council incurs significant overspend - Projected budget will suffer an overspend - Penalties and fines may be imposed - Council reputation damaged 	Progress against mitigating actions since last qtr. 1st Qtr 19/20 4th Qtr 18/19 Revised MTFs approved by council on the 7.3.19. A new approach to financial planning and budgeting is currently being developed to improve financial resilience over the short, medium and long term. This will be approved by Cabinet by the end of April. A new specific savings delivery report will be submitted to cabinet and council on a quarterly basis in order to increase the monitoring of delivery and increase the challenge of non delivery.	Cllr Aled Davies Jane Thomas	15	10	<ul style="list-style-type: none"> • Cost Recovery work • 3rd party spend reduction • Income Generation • Medium Term Financial Strategy • Monthly reports to cabinet and Management Team on budget progress and progress on savings • Budget Challenge Events • Moved to a 3 year balanced budget 	<p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p> <p>Control In Place</p>
ICT0029 Julie Davies Escalated From :- ICT	Risk of financial loss, disruption or damage to the reputation of Powys County Council from a failure of its information technology systems and or/loss of Data due to a cyber attack or Incident.	Loss of Information systems until they can be successfully restored. Loss of data, inability to access data or public disclosure of Personal Data. Cyber risk could materialize in a variety of ways, such as: <ul style="list-style-type: none"> • Deliberate and unauthorized breaches of security to gain access to information systems. • Unintentional or accidental breaches of security. • Operational IT risks due to factors such as poor system integrity. 	Progress against mitigating actions since last qtr. 1st Qtr 19/20 4th Qtr 18/19 1. Cyber Security plan continues to be actioned, developed and maintained. 2. Cyber Essential Accreditation achieved, Cyber Essentials + accreditation is in progress. 3. Disaster Recovery Policy is in place which sets out our aspirations towards having a fully documented and operational Disaster recovery procedure. We realise there is a lot more work to be undertaken in developing the plans and procedures required to support the policy and to having a fully documented DR manual. We require a lot more input from Service areas to be able to plan and agree recovery time objectives and priorities to complete these plans.	Cllr James Evans Nessa Young	15	10	<ul style="list-style-type: none"> • Major Incident response processes • Cyber Security Certification • Disaster Recovery Procedures • Cyber Security Improvement Plan 	<p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Control In Place</p>

Strategic Risk Register				Portfolio	Inheren	Residu	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action	Status
PCC0002 Greg Thomas	The impact on the Council as a result of Brexit.	<ul style="list-style-type: none"> - Increased service demand; - Relocation from the EU to Powys of families - estimated at 500; - Fuel shortages; - Loss of access to external (EU) funding programmes; - Reduced income to Powys County Council; - External market factors; - GDPR compliance; - Potential financial crash; - Unable to recruit/retain staff (EU Nationals); - Employee workload; - Delays/disruption to food and/or essential supplies. 	<p>Progress against mitigating actions since last qtr. 1st Qtr 19/20</p> <p>Risk has been reviewed and risk rating increased due to the current uncertainties regarding Britain's exit from the European Union, and a potential 'No-Deal' Scenario on October 31st 2019. The Strategic Brexit Coordination Group (BCG) has conducted impact assessments, and where appropriate controls and monitoring are in place. PCC is prepared as far as practicable for any Brexit scenario, and we wait further guidance for UK and Welsh Government.</p> <p>4th Qtr 18/19</p> <ul style="list-style-type: none"> - The Strategic Brexit Co-Ordination Group has been established, which has identified 82 service level, and 11 strategic potential impacts as a result of Brexit. Where appropriate, mitigation has been put in place for these impacts. - Latest negotiations between the UK Government and the EU have suggested that a no deal Brexit is increasingly unlikely, therefore the risk level has been reduced. 	Cllr Aled Davies Nigel Brinn	15	6	<ul style="list-style-type: none"> • Close monitoring • Continue to monitor economic indicators • Ongoing dialogue with external advisers • Cabinet briefed • Advice from pension advisers • Continue to work with WEFO 	<ul style="list-style-type: none"> Action In Progress Action In Progress Action In Progress Control In Place Control In Place Control In Place
PPPP0008 Gwilym Davies Escalated From :- Property, Planning, and Public Protection	Lack of adequate resilience planning	<ul style="list-style-type: none"> - Non-compliance with Civil Contingencies Act (CCA) 2004 - Failure to deliver critical services in the event of a declared emergency or event - Disruption to business as usual activities 	<p>Progress against mitigating actions since last qtr.</p> <p>1st Qtr 19/20</p> <ul style="list-style-type: none"> - Three SLT members have completed gold training. - Loggists, silver and gold training being requested. - Operation Wales Connet planned for July 2019 (Training) <p>4th Qtr 18/19</p> <ul style="list-style-type: none"> -Gold training to be promoted to SLT. -Two SLT enlisted on gold training. -Emergency planning awareness presentation to SLT completed 10/04/2019. 	Cllr Aled Davies Nigel Brinn	10	3	<ul style="list-style-type: none"> • - Education and training programme • - Business Continuity Management (BCM) Group • - Service Business Continuity Plans (BCP) • - Corporate BCP • - Major Incident Plan • - Self-evaluation of BCM incorporated into SIP process • - PCC representation on Dyfed Powys Local Resilience Forum (LRF) 	<ul style="list-style-type: none"> Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place Control In Place

Strategic Risk Register				Portfolio	Inheren	Residu	Controls and Actions	
Ref & Owner	Risk Identified	Potential Consequence	Notes	Director or Head of Service			Control or Action	Status
							<ul style="list-style-type: none"> - 24/7 Duty Emergency Planning Officer to facilitate PCC response 	Control In Place

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Heatmap Inherent and Current

Inherent Ratings Summary Heatmap

Residual Ratings Summary Heatmap

Probability

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Low Medium High Very High

Low Medium High Very High

Impact

Impact

Detailed Risk Information

Residual and Target Rating Changes since 17/01/2019

Risk Ref	Risk Identified	Owner	Service Area	Prev Inherent Rating	->	Inherent Rating	Prev Residual Rating	->	Residual Rating
PCC0004	Significant long term decrease in the working age population impacts on Council's ability to recruit and retain or commission the workforce it requires	Ness Young	Powys County Council	28	→	28	28	↘ -7	21
CS0009	Ability to meet the requirements of the MTFS / Retaining grant funding around posts within Children's Services / Addressing the deficit in the FRM (£1.1million) for 2018/19	Jan Coles	Children's Services	15	→	15	15	→	15
PCC0003	The council receives a negative regulatory / inspection report	Caroline Turner	Powys County Council	No Previous		15	No Previous		15
PPPP0007	Heart of Wales Property Services (HOWPS)	Gwilym Davies	Property, Planning, and Public Protection	20	↘	15	15	→	15
ICT0010	Non compliance with data protection legislation (General Data Protection Regulations (GDPR) and UK Data Protection Act (DPA) 2018	Helen Dolman	ICT	15	↗ 6	21	6	↗ 8	14
FIN0001	The Council is unable to manage the level of financial cuts required by the Welsh Government and the relatively poor funding position	Jane Thomas	Finance	No Previous		15	No Previous		10
ICT0029	Risk of financial loss, disruption or damage to the reputation of Powys County Council from a failure of its information technology systems and or/loss of Data due to a cyber attack or Incident.	Julie Davies	ICT	No Previous		15	No Previous		10
PCC0002	The impact on the Council as a result of Brexit.	Greg Thomas	Powys County Council	15	→	15	15	↘ -9	6
PPPP0008	Lack of adequate resilience planning	Gwilym Davies	Property, Planning, and Public Protection	No Previous		10	No Previous		3

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Report Selection Criteria

(REP_RECORD_CROSSCUT.Business Unit Code = @StrategicBusinessUnitCode AND (REP_RECORD_CROSSCUT.Status Flag <> "WITHDRAWN"))
and REP_RECORD_CROSSCUT.Record Type=1

CYNGOR SIR POWYS COUNTY COUNCIL

**CABINET
30th July 2019**

REPORT AUTHOR: Emma Palmer, Head of Strategy, Performance and Transformation Programmes

SUBJECT: Alignment of Powys County Council Risk Matrix to Powys Teaching Health Board Risk Matrix

REPORT FOR: Discussion/decision

1. Introduction

1.1. Risk is present in everything we do, and it is therefore council policy to identify, assess and manage risk on a pro-active basis. In order for risk management to be most effective and become an enabling tool, we must ensure we have a robust, consistent, communicated and formalised process across the council and with our key partners. This report therefore sets out proposals to change the **Risk Assessment Matrix** the council currently has in place, in order that it aligns with the matrix used by one of our key partners, the Powys Teaching Health Board. This would provide consistency across joint programmes and projects of work and would result in a more simplified scoring scale for 'Likelihood' and 'Impact' of risk.

2. Overview of Powys County Council and Powys Teaching Health Board Risk Matrices

2.1 The council's current Risk Assessment Matrix was agreed as part of the overarching Risk Management Toolkit which was rolled out in June 2018. The toolkit was developed using the 'Alarm Risk Management Toolkit' as best practice. The matrix (see Figure 1) uses **four** assessment scales for 'likelihood' and **four** scales for 'Impact'. The four scales for 'likelihood' and 'Impact' have the same categories (low/medium/high/very high), and each one has its own descriptor. However, the scores for the likelihood and impact scales are different. The 'likelihood' scale ranges from 1-4, whilst the 'impact' scale is 1,3,5 or 7. An overall risk score

		THREATS				OPPORTUNITIES					
Likelihood	Very High (4)	4	12	20	28	28	20	12	4	Very High (4)	Likelihood
	High (3)	3	9	15	21	21	15	9	3	High (3)	
	Medium (2)	2	6	10	14	14	10	6	2	Medium (2)	
	Low (1)	1	3	5	7	7	5	3	1	Low (1)	
Likelihood x Impact = Overall Risk Level		Low (1)	Medium (3)	High (5)	Very High (7)	Very High (7)	High (5)	Medium (3)	Low (1)	Likelihood x Impact = Overall Risk Level	
		Impact (Negative)				Impact (Positive)					

therefore ranging between 1-28 is given for each risk. As can be seen from Figure 1 below, the council's current Risk Assessment Matrix also provides a facility to assess both negative and opportunity risks (where risks could have a positive impact).

Figure 1. Council Risk Assessment Matrix

2.2 Powys Teaching Health Board's (PTHB) 'Risk Management Framework' was published in January 2017. It is based on the National Health Service's National Patient Safety Agency's risk matrix. The PTHB Risk Assessment Matrix (see Figure 2) uses **five** assessment scales for 'likelihood' and **five** scales for 'impact'. The scoring on both scales is the same for likelihood and impact i.e. 1,2,3,4 or 5. This means the overall risk level can range from 1-25. Categorisation of Likelihood ranges through Rare/Unlikely/Possible/Likely/Almost Certain, whilst Impact categories range through Insignificant/Minor/Moderate/Major/Catastrophic. Based on the overall score, the risk is categorised into one of four risk levels (very low/low/moderate/high).

Figure 2 PTHB Risk Assessment Matrix

LIKELIHOOD	IMPACT				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost certain 5	5	10	15	20	25
Likely 4	4	8	12	16	20
Possible 3	3	6	9	12	15
Unlikely 2	2	4	6	8	10
Rare 1	1	2	3	4	5

Categorisation of Risk

The following table explains how risks should be categorised at the risk assessment stage:

Very Low	1-3	Low	4-8	Moderate	9-12	High	15-25
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2.3 Differences between the 2 Matrices

Significant difference between the council and PTHB current matrices are highlighted in the table below.

Element	PCC	PTHB
Assessment scales	4 by 4	5 by 5

Scoring range	1-28	1-25
Likelihood categorisation (See Appendices A & B)	Low/Medium/High/Very High	Rare/Unlikely/Possible/ Likely/Almost Certain
Impact categorisation (See Appendices C & D)	Low/Medium/High/Very High	Insignificant/Minor/Moderate/ Major/Catastrophic
Opportunity Risks scoring available	Yes	No
Overall Categorisation descriptor defined	No	Yes

3. Impacts and Benefits of revising PCC Risk Matrix to align with PTHB Risk Matrix

3.1 As outlined above, it is proposed that the council changes its current Risk Assessment Matrix (Figure 1) to a 5 x 5 matrix to align with the PTHB matrix (Figure 2). The impacts and benefits of revising the council matrix are identified as follows:

Impacts

- The Strategy, Performance and Transformation Programmes Team would need to amend the matrix on JCAD (risk management software) and would provide significant support to each individual service as part of reviewing and updating scores.
- Risk Owners would have to review the scoring of all their current risks recorded on JCAD, including the Strategic Risk Register, Transformation Programme Risk Register and individual Service Risk Registers (the number of risks ranges from 1 to 30 per service). The Risk Owners would also be responsible for ensuring new scores are updated and recorded on JCAD. Best practice is that scores would need to be reviewed and agreed at the Services Management Team meeting and not done in isolation by the Risk Owner. It is estimated that this would take between 1 to 4 hours per service depending on number or risks. Heads of service are responsible for ensuring their risk registers are reviewed and reported at least quarterly at the performance review meetings.
- Executive Management Team, Senior Leadership Team and Cabinet would need to agree the threshold score which determines whether a risk should automatically be included on the Strategic Risk Register (based on the current matrix the threshold score is 14 and above). A threshold of 15 is suggested based on the proposed new scoring matrix.
- Revision of JCAD reports by JCAD system administrators will be funded within existing budget.
- Associated processes will require updating e.g. Integrated Impact Assessment.
- Descriptors for a revised scoring matrix would need to be identified, as the council would not be able to use the PTHB descriptors as they stand (the PTHB descriptors would not be relevant to PCC risk). With different descriptors, it should be noted, that the two matrices would not be directly comparable.

Benefits

- Simplified scoring and five-scaled matrix to align with the one of our key partners, the Powys Teaching Health Board in order to ensure that when we are working on joint projects we have a joint understanding on how we are scoring and managing risk which is important to the success of these programmes.

4. Risk Champions and Risk Training Requirements

4.1 The Strategy, Performance and Transformation Programmes team plan to work with services to identify a risk champion to support risk management within the service. To assist these champions the SPTP Team are currently investigating viable options for a company to deliver training on site rather than requiring individuals to attend training elsewhere. The cost would need to be absorbed by each service. The revised Risk Management Toolkit will be the first point of call for those requiring an understanding of risk management and how it operates within the council.

5. Recommendations

5.1 Based on the impacts and benefits outlined in section 3 of this report, Cabinet consider whether the council should change its current Risk Assessment Matrix to align with the PTHB Risk Assessment Matrix. **A proposed new Risk Assessment Matrix for the council is set out in Appendix E** (including new risk matrix, likelihood guidance, impact guidance and categorisation of risk).

Appendix A

PCC Current Likelihood Descriptors

	Likelihood Ratings			
Likelihood	Low (1)	Medium (2)	High (3)	Very High (4)
Description	Might happen on rare occasions.	Will probably happen, possibly on several occasions.	Will probably happen at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Appendix B

PTHB Likelihood Descriptors

Level	Descriptor	Description
1	Rare	May occur only in exceptional circumstances
2	Unlikely	Not expected but could occur at some time
3	Possible	May/will occur at some time
4	Likely	Will probably occur but not a persistent issue
5	Almost Certain	Likely to occur on many occasions, a persistent issue

Appendix C

PCC Current Impact Descriptors

Impact Category	Impact Levels			
	Low (1)	Medium (3)	High (5)	Very High (7)
Service Provision	Limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable additional resource but will not require a major strategy change.	Extremely severe service disruption. Legal action. Effect could not be managed within a reasonable time frame or by a short term allocation of resources, and may require major strategy changes. The Council risks special measures. Officer/Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups/individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups/individuals which is not likely to last more than twelve months.	A lasting and noticeable impact (positive/negative) on a significant number of vulnerable groups/ individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect (positive or negative) on the natural and or built environment.
Financial (loss/gain)	Under £0.5m.	Between £0.5m - £3m.	Between £3m - £5m.	More than £5m.
Legal/regulatory	No significant legal implications or action is anticipated	Tribunal/Powys County Council legal team involvement required (potential for claim).	Criminal prosecution anticipated and/or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability/absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability/absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability/absence from work.
Programme/project management	Minor delays and/or budget overspend, but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits/outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation. Dissatisfaction reported through Council Complaints procedure but contained within the Council. Local MP involvement. Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Dissatisfaction regularly reported through Council Complaints procedure. Higher levels of local or national interest. Higher levels of local media/social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council. Intense local, national and potentially international media attention. Viral social media or online pickup. Public enquiry or poor external assessor report.

Appendix D

PTHB Impact Descriptors

Descriptor	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Objectives / Project	Barely noticeable reduction in scope / quality / schedule	Minor reduction in scope / quality / schedule Project Budget Overruns	Reduction in scope or quality, project objectives or schedule	Significant project overrun	Inability to meet project objectives, reputation of the organisation seriously damaged.
Injury (physical and psychological) to patient / visitor / staff.	Adverse event leading to minor injury not requiring first aid	Minor injury or illness, first aid treatment required Short term injury/harm < 1month Staff sickness < 3 days	Agency reportable, e.g. HSE, MHRA, Police. Semi-permanent injury (< 1 year) requiring medical treatment and/or counselling. Staff sickness < 4 weeks	Major injuries / long term incapacity or disability (e.g. loss of limb/mis-diagnosis mis-treatment leading to poor prognosis). Long term sickness > 4 weeks	Incident leading to death or major Permanent incapacity. Significant number of people affected (screening errors)
Patient Experience	Reduced quality of patient experience /	Unsatisfactory patient experience / clinical outcome	Unsatisfactory patient experience / clinical outcome.	Unsatisfactory patient experience /	Unsatisfactory patient experience /
	clinical outcome not directly related to delivery of clinical care	directly related to care provision – readily resolvable	short term effects – expect recovery < 1wk	clinical outcome, long term effects – expect recovery > 1wk	clinical outcome, continued ongoing long term effects
Complaints / Claims	Locally resolved verbal complaint	Justified written Complaint peripheral to clinical care	Below excess non clinical claim. Clinical litigation possible. Justified complaint	Non clinical claim above excess level. Clinical litigation expected/almost certain. Multiple justified complaints	Multiple claims or single major claim Litigation certain
Service / Interruption	Interruption in a service which does not impact on the delivery of patient care or the ability to continue to provide service	Short term disruption to service with minor impact on patient care	Some disruption in service with unacceptable impact on patient care Temporary loss of ability to provide service	Sustained loss of service which has serious impact on delivery of patient care resulting in major contingency plans being invoked.	Permanent loss of core service or facility
Staffing and Competence	Short term low staffing level temporarily reduces service quality (less than 1 day) Short term low staffing level (>1 day), where there is no disruption to patient care	Ongoing low staffing level reduces service quality Minor error due to ineffective training / implementation of training	Late delivery of key objective / service due to lack of staff. Moderate error due to ineffective training / implementation of training Ongoing problem with staffing levels	Uncertain delivery of key objective / service due to lack of staff. Major error due to ineffective training / implementation of training	Non delivery of key objective / service due to lack of staff. Loss of key staff. Critical error due to ineffective training / implementation of training
Financial (including damage / loss / fraud)	Negligible organisational / personal financial loss (£<5k)	Minor organisational / personal financial loss (£5k-£25k)	Significant organisational / personal financial loss (£25k-50k)	Major organisational / personal financial loss (£50k - £1 million)	Severe organisational / personal financial loss (>£1 million)

Financial (including damage / loss / fraud)	Negligible organisational / personal financial loss (£<5k)	Minor organisational / personal financial loss (£5k-£25k)	Significant organisational / personal financial loss (£25k-50k)	Major organisational / personal financial loss (£50k - £1 million)	Severe organisational / personal financial loss (>£1 million)
Inspection / Audit	Small number of recommendations which focus on minor quality improvement issues	Recommendations made which can be addressed by low level of management action.	Challenging recommendations that can be addressed with appropriate action plan	Enforcement action. Low rating Critical report.	Prosecution. Zero rating Severely critical report
Adverse Publicity / Reputation	Rumours, no media coverage Little effect on staff morale	Local media coverage – short term. Some public embarrassment. Minor effect on staff morale / public attitudes.	Local media – long term adverse publicity. Significant effect on staff morale and public perception of the organisation	National media / adverse publicity, less than 3 days. Public confidence in the organisation undermined Use of services Affected	National / International media / adverse publicity, >3 days. MP concern (Questions in Parliament). Court Enforcement Public Enquiry

Appendix E

PCC Proposed new Risk Assessment Matrix to align with PTHB

Risk Matrix

		THREATS					OPPORTUNITIES						
Page	Likelihood	Almost certain (5)	5	10	15	20	25	25	20	15	10	5	Almost certain (5)
		Likely (4)	4	8	12	16	20	20	16	12	8	4	Likely (4)
		Possible (3)	3	6	9	12	15	15	12	9	6	3	Possible (3)
		Unlikely (2)	2	4	6	8	10	10	8	6	4	2	Unlikely (2)
		Rare (1)	1	2	3	4	5	5	4	3	2	1	Rare (1)
Likelihood x Impact = Overall Risk Level		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)	Catastrophic (5)	Major (4)	Moderate (3)	Minor (2)	Insignificant (1)	Likelihood x Impact = Overall Risk Level	
		Impact					Impact (Positive)						

Likelihood Guidance

Likelihood Ratings					
Likelihood	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)	Almost certain (5)
Description	May occur only in exceptional circumstances.	Not expected but could occur at some time.	May/ will occur at some point.	Will probably occur but not a persistent issue.	Likely to occur on many occasions, a persistent issue

	Impact Levels				
Impact Category	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Programmes/ Projects/ objectives	Barely noticeable reduction in scope / quality /schedule. No threat to delivery of the project on time and to budget and no threat to identified benefits/outcomes.	Minor reduction in scope / quality / schedule. Project Budget Overruns. No threat to overall delivery of the project and the identified benefits / outcomes.	Reduction in scope or quality, project objectives or schedule. Moderate threat to delivery of the project on time and to budget, and achievement of benefits/ outcomes.	Significant project overrun. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Inability to meet project objectives, reputation of the organisation seriously damaged
Personal safety	Adverse event leading to minor injury not requiring first aid.	Minor injury or illness, first aid treatment required Short term injury/harm < 1month Staff sickness< 3 days	Agency reportable, e.g. HSE, Police. Semi-permanent injury (< 1 year) requiring medical treatment and/or counselling. Staff sickness < 4 weeks	Major injuries / long term incapacity or disability (e.g. loss of limb/mis- diagnosis mis- treatment leading to poor prognosis). Long term sickness>4 weeks	Incident leading to death or major Permanent incapacity. Significant number of people affected
Residents and Communities	No impact on community.	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups/individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups/individuals which is not likely to last more than twelve months.	A lasting and noticeable impact (positive/negative) on a significant number of vulnerable groups/ individuals.
Legal	Unlikely to cause complaint/litigation. Resolved with no legal implications.	High potential for complaint, litigation possible. Minor legal implications or action is anticipated	Litigation to be expected. Tribunal/Powys County council legal team involvement required (potential for claim).	Litigation almost certain and difficult to defend. Criminal prosecution anticipated and/or civil litigation.	Litigation certain. Criminal prosecution anticipated and or civil litigation (> 1 person).

Service Provision	Interruption in a service which does not impact on the ability to continue to provide service	Short term disruption to service with minor impact on residents / communities. Impact can be managed within normal working arrangements.	Some disruption in service with unacceptable impact on residents/ communities. Temporary loss of ability to provide service. Effect may require some additional resource, but manageable in a reasonable time frame.	Sustained loss of service which has serious impact on residents / communities. Effect may require considerable additional resource but will not require a major strategy change.	Permanent loss of core service or facility. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The council risks special measures. Officer/Member forced to resign.
Staffing and competence	Short term low staffing level temporarily reduces service quality (less than 1 day) Short term low staffing level (>1 day), where there is no disruption to service	Ongoing low staffing level reduces service quality Minor error due to ineffective training / implementation of training	Late delivery of key objective / service due to lack of staff. Moderate error due to ineffective training / implementation of training. Ongoing problem with staffing levels	Uncertain delivery of key objective / service due to lack of staff. Major error due to ineffective training / implementation of training	Non delivery of key objective / service due to lack of staff. Loss of key staff. Critical error due to ineffective training / implementation of training
Financial (loss/gain)	Negligible organisational / personal financial loss (£<5k) Under £0.5m.	Minor organisational / personal financial loss (£5k-£25k) Between £0.5m - £3m.	Significant organisational / personal financial loss (£25k-50k) Between £3m - £5m.	Major organisational / personal financial loss (£50k - £1 million) More than £5m.	Severe organisational /personal financial loss (>£1 million)
Inspection/ Audit	Small number of recommendations which focus on minor quality improvement issues	Recommendations made which can be addressed by low level of management action.	Challenging recommendations that can be addressed with appropriate action plan .	Critical report. Welsh Government Intervention.	Severely critical report. Welsh Government take over. Prosecution.
Reputation	Rumours, no media coverage Little effect on staff morale. Minimal and transient loss of public or partner trust. Contained within the individual service.	Local media coverage – short term. Some public embarrassment. Minor effect on staff morale / public attitudes. Dissatisfaction reported through council complaints procedure. Local MP involvement.	Local media – long term adverse publicity. Significant effect on staff morale and public perception of the organisation. Dissatisfaction regularly reported through council complaints procedure.	National media / adverse publicity, less than 3 days. Public confidence in the organisation undermined. Use of services affected. Viral social media or online pickup.	National/ International media / adverse publicity, >3 days. MP concern. Public Enquiry or poor external assessor report. Legal Action.

Environmental	No lasting effect (positive or negative) on the natural and built environment.	Short term (weeks) minor effect (positive or negative) on the natural and or built environment.	Short term (weeks) moderate effect (positive or negative) on the natural and or built environment.	Medium term (months up to 1 year) major effect (positive or negative) on the natural and or built environment.	Lasting long term (1 year plus) effect (positive or negative) on the natural and or built environment.
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Categorisation of Risk

Risk Level	Action Required
Very Low (1-3)	TBD
Low (4-8)	TBD
Moderate (9-12)	TBD
High (15-25)	TBD

REPORT TO: POWYS COUNTY COUNCIL CABINET

REPORT FROM: INDEPENDENT CHAIR OF THE PCC IMPROVEMENT AND ASSURANCE BOARD

REPORT DATED: JUNE 2019

1. **Background**

The Improvement and Assurance Board was established in April 2018 with a clear purpose, which is “to assist the Leader in driving forward the required change and improvement in the Local Authority”.

This is the fourth report of the Independent Chair and should be read in conjunction with the previous report to avoid repetition.

The Board remit covers Adult Social Care, Children’s Social Care, corporate and transformational activity. The January report set out, in broad terms, the agreed priorities in each area. This report will continue to use those priorities as the framework for the current assessment.

This is a highlight report and does not cover all aspects of work undertaken or planned, that level of detail is covered elsewhere, for example:

- Monthly board minutes, agendas and papers;
- Monthly performance reports;
- Improvement plan progress reports;
- CIW inspection reports as published

This report will now cover key aspects in relation to the identified priorities.

2. **Corporate Matters**

2.1 **Senior Leadership**

Appointments to the new Leadership Team are now complete. A Director of Transformation is now in place and the new permanent Head of Service for Adult Social Care has now commenced with the Authority.

The Board is pleased to note that the Chief Executive is taking a personal lead on Education. This adjustment ensures that the Director of Social Services can concentrate exclusively on the delivery of the necessary improvements required in Social Care.

The Chief Executive is currently reviewing the support arrangements and is planning to put in place interim arrangements, pending the outcome of the recent ESTYN inspection, which is expected in early September.

The past 12 months has seen significant change in the Senior Leadership, which was a necessary pre-condition to the delivery of widespread and sustainable

improvement. It is undoubtedly the case that some improvement has been delivered during this transitional period. However, during the next 6 to 12 months the new team will need to drive change at a significantly higher pace and in a sustainable manner. Now that permanent senior staff are in place it is imperative that they own the process of giving assurance to the Board, the Minister, and more importantly the public rather than continuing to allow others to seek assurance.

The nature of the task is also changing. Significant progress has been made in putting in place appropriate frameworks, policies and strategies. The emphasis in the coming period continues to be on driving the service level changes this work demands in a sustainable way. Focussing on performance management and quality assurance are of equal and vital importance.

2.2 Vision, Finance and Service Strategy

It remains the view of the Board that the extra costs being experienced in both Adult and Children's Social Care are highly unlikely to be offset by any efficiencies or savings within the service in the short term. Other Council services will undoubtedly need to be reviewed in order to maintain a balanced budget going forward. This financial challenge is of course not unique to Powys.

The recently appointed Finance Director has advised the Board of the new approach being taken to deal with service and financial planning. The focus will be on the money that the Council spends not cuts. It will also challenge the organisation to think about outcomes rather than services. This approach signals a major culture change, which is in line with best practice. It will however be hugely challenging and will take several budget cycles to become embedded. The process for early and extensive engagement of elected members is now underway and is of vital importance.

As indicated earlier the service strategies required in Children's Social Care are largely in place, it is now time to up the pace on making the delivery of the strategic intent the day to day lived experience. The Director of Transformation reported the corporate transformation plan at the most recent I & AB meeting.

2.3 Performance Management

Progress continues to be made in developing a performance management culture, whilst there is inevitably still much more to do. The Board has recently supported a revision of the Children's Services performance report to focus more on outcomes.

There is also increasing evidence of the development of meaningful data at a service level that can be used to inform the improvement and transformation effort. A good example being work recently undertaken to map the service user experience in Adult Social Care.

The Authority recognises the need to give equal importance to the performance indicator regime and Quality Assurance work. This needs to be demonstrated in the coming period.

2.4 Political Leadership and Scrutiny

- It remains the case that senior politicians are actively engaged in the improvement work and the Board
- The Leader continues to oversee the improvement work on a regular basis
- The Chief Executive is undertaking a review of scrutiny effectiveness and engagement of the whole Council

The Board welcomes the work to be done on member involvement and wishes to see it build on review work already undertaken in the last 12 months of this improvement journey.

2.5 Children's Services

Rather than repeat the priorities from the January report I will highlight current key issues.

Workforce

The implementation of the new structure is progressing; however, it remains the case that the service relies on the support of agency staff. The revised structure, to ensure sustainability, is in the process of being implemented. The original intention was to complete this work by April, but now realistic full implementation is anticipated by mid-July. The Board received a detailed analysis of progress to date. Without a stable; competent workforce, the sustainability of all improvement work will continue to be at risk; this remains, in the view of the Board, the single most important issue.

Practice Framework

The Authority has adopted "Signs of Safety" as its operating model. Staff are being trained and the implementation is underway. However, successful implementation is very dependent on achieving workforce stability. It is also the case that implementation is resource intensive and the Board has sought assurance that the new structure contains sufficient resource. The Board received an update on progress and evidence of some significant progress at an individual case level.

Top 5 Performance Indicators

Since the Board was established these indicators have improved significantly. However, they are not yet at best practice levels and performance in the last few months has been stable rather than improving. The Board acknowledges that workforce instability affects the position, but clearly, further significant improvement is required as the new structure is implemented. The service is now able to account for all cases falling outside planned timescales.

Looked After Children Numbers

There is no right or wrong number, but significant increases have occurred since the CIW inspection. The First Minister has established an advisory group that is visiting all authorities with a clear remit to share good practice and frankly, drive down numbers. Powys positively engaged with this process and seeks to ensure it is at or near sector leading practice.

CIW Inspection Recommendations

These are monitored regularly, internally, and by the Board and the report is available. It is important that the monitoring report is reviewed and revised to ensure clear accountability is given to named individuals to complete the various tasks by a specific date.

Leadership and Support

Children's Social Services is a highly demanding area of work. Visible leadership, setting clear expectations is a crucial element in high performing services. The Head of Service has set out a clear programme of activity to deliver on this vital agenda and to actively support staff in their activities. The Board supports this and sees it as a key determinant of success.

Further Children's Services Matters

Whilst there has been some visibility and discussion on the following issues the Board will need to be assured in the next quarter in relation to:

- The extent to which high cost provision has been recommissioned;
- The approach being taken to tackle child sexual exploitation;
- The effectiveness of prevention and early intervention services in directly assisting statutory services

The Board has now been provided with assurance that work is well underway in relation to CSE.

2.6 Adult Services

The Board has been regularly briefed in relation to the pressures on domiciliary care provision. The Authority has put great effort into maintaining local supply against a backcloth of rising demand and failures in the provider sector. This work is to be commended but is not the only challenge faced by the service.

Service Transformation

The Head of Service, in the absence of the Director, presented to the June Board a first draft transformation plan. The Board provided feedback to be incorporated in future drafts. The overall approach was recognised and endorsed by the Board. However, there remains significant work to be done on the more detailed delivery plan.

It is vital that at the July Board meeting, the Director presents a detailed delivery plan, that will allow the Authority to monitor both implementation and the achievement of outcomes.

This report must cover, as a minimum;

- A vision for Adult Care;
- Establishment of a clear practice model, delivering consistency, quality and a focus on safeguarding;
- A strategy to engage partners in the development of alternative models, including technology assisted care;
- Development of community capacity and personal resilience.

How this approach deals with the impact of demography, loneliness, isolation, increasing demand and service shortfalls must be clearly articulated. The Authority has developed good quality data on client pathways, and this will be used to inform the transformation effort.

Practice

Whilst it is obviously to be affected by the transformation report, there is an urgent need to immediately address the performance indicators in relation to strength based and outcome focussed practice, which are currently worryingly low. The Head of Service reported on progress to the June Board, and this analysis needs to feed into the transformation plan.

Capacity by Service Area

Current performance management reports do not identify clear issues by service area, learning disability, sensory impairment, mental health etc. The Authority needs to develop reporting which demonstrates performance across service areas in order that any issues arising are clearly visible and can be addressed via the transformation plan.

2.7 Conclusions

Now that a full Senior Management Team is in place, it should be possible to increase the pace and extent of improvement activity. This report identifies key areas of progress along with matters upon which the Authority needs to progress and provide assurance in the next quarter. The priorities set out in the January report are agreed as the framework for all the required activity, and clear evidence against each priority is required.

It continues to be the case that it would assist both the Authority and the Board if the Director provided a short summary report at each Board meeting capturing the headline against each agreed priority, as agreed with the Chief Executive.

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Delegated Decision List

3 July	Portfolio Holder for Economy and Planning	Approved a budget virement of £50,000 transferring remaining unused capital monies associated with the Planning and Building Control ICT project into the 2019/20 financial year.
12 July	Portfolio Holder for Finance, Countryside and Transport	Determined applications for charitable, local discretionary and hardship rate relief.
19 July	Portfolio Holder for Learning and Welsh Language	Approved the appointment of Mr JJ McCann to the governing body of Ysgol Bro Hydden, Mrs A Tennant-Eyles to Presteigne CP School and County Councillor L Corfield to Forden CiW School.
19 July	Portfolio Holder for Young People and Culture	Approved the roll-over of Leisure and Recreation budgets from 2018/19 to 2019/20.
19 July	Portfolio Holder for Highways, Recycling and Assets	Authorised the commencement of consultation on the making of a TRO as per the preferred option [Option 1] in accordance with the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 and if no substantive objections make the TRO and implement the control and charges in respect of Y Gaer Car Park and Brecon Market Loading Area.
19 July	Portfolio Holder for Highways, Recycling and Assets	Approved the roll-over of Highways, Transport and Recycling budgets from 2018/19 to 2019/20.
22 July	Portfolio Holder for Learning and Welsh Language	Approved budget virements for the Schools Modernisation Programme and the roll forward of end of year budgets for the 21 st Century Schools Programme.

22 July	Portfolio Holder for Economy and Planning	Approved budget virements for Knighton Community Centre, the roll forward of Llanwddyn Community Centre project and 2 REFFCUS projects.
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Cabinet Date	Cabinet/EMTL Title	Portfolio Holder	Lead	Decision Maker
31/07/19	Light review of the Strategic Equality Plan	Councillor James Evans	Bets Ingram	Portfolio Holder
31/07/19	Review of WHQS compliance policy	Councillor James Evans	Dafydd Evans	Portfolio Holder
31/07/19	Minimum Unit Prices	Councillor James Evans	Clive Jones	Portfolio Holder
31/07/19	Regional Technical Statement	Councillor Martin Weale	Peter Morris	Portfolio Holder
31/07/19	04/06/19 Changes in structure to National Trading Standards Estate Agency Team	Councillor James Evans	James Munro	Portfolio Holder
31/07/19	Update on Corporate landlord	Councillor Phyl Davies	Angela Protheroe	Portfolio Holder
30/08/19	Review of landowner grants for installing gates on public paths	Councillor Aled Wyn Davies	Sian Barnes	Portfolio Holder
30/08/19	Review of Commons Registration fees and charges	Councillor Aled Wyn Davies	Sian Barnes	Portfolio Holder
03/09/19	Banw / Llanerfyl Objection Report	Councillor Aled Wyn Davies	Marianne Evans	Cabinet
17/09/19	03/09/19 HAMP	Councillor Phyl Davies	Alastair Knox	Cabinet
17/09/19	03/09/19 South Office Review	Councillor Phyl Davies		Cabinet
17/09/19	03/09/19 Prosecution enforcement policy	Councillor James Evans	Clive Jones	Cabinet
17/09/19	03/09/19 Post 16 Review update	Councillor Myfanwy Catherine Alexander	Marianne Evans	Cabinet
17/09/19	03/09/19 HRA Business Plan	Councillor James Evans	Dafydd Evans	Cabinet
17/09/19	03/09/19 Housing association development programme (PDP)	Councillor James Evans	Dafydd Evans	Cabinet
17/09/19	03/09/19 Local Housing Market Assessment	Councillor James Evans	Dafydd Evans	Cabinet
17/09/19	03/09/19 HRA New Build Programme	Councillor James Evans	Dafydd Evans	Cabinet
17/09/19	03/09/19 Outcome of the tenants' satisfaction survey	Councillor James Evans	Dafydd Evans	Cabinet
17/09/19	03/09/19 Highways Winter Plan	Councillor Phyl Davies	Shaun James	Cabinet
17/09/19	03/09/19 Budget Outturn as at 31 July 2019	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
17/09/19	03/09/19 Health & Care Strategy – Statements of Intent	Councillor Stephen Hayes	Dylan Owen	Cabinet
17/09/19	03/09/19 Corporate Safeguarding 6 Monthly Update	Councillor Stephen Hayes	Alison Bulman	Cabinet

17/09/19	03/09/19	Capital Programme Update as at 31 July	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
17/09/19	03/09/19	Crickhowell High School - Increased Capacity	Councillor Myfanwy Catherine Alexander	Marianne Evans	Cabinet
17/09/19	03/09/19	Hafren and Ladywell Green Schools Reorganisation Proposal and Strategic Outline Case	Councillor Myfanwy Catherine Alexander	Marianne Evans	Cabinet
17/09/19	03/09/19	Ysgol Cedewain Capital Project Strategic Outline Case	Councillor Myfanwy Catherine Alexander	Marianne Evans	Cabinet
17/09/19	03/09/19	-Revised protocol for authorising motorsports events under section 33 of the Road Traffic Act 1988	Councillor Aled Wyn Davies	Sian Barnes	Cabinet
17/09/19	03/09/19	Y Gaer Business Case	Councillor Phyl Davies	Lucinda Bevan	Cabinet
30/09/19		Implications of Grenfell (awaiting Inspector's report)	Councillor Martin Weale	Ian Maddox	Portfolio Holder
30/09/19		Consolidation of Parking	Councillor Phyl Davies	Shaun James	Portfolio Holder
30/09/19		Consolidation for speed limits	Councillor Phyl Davies	Tony Caine	Portfolio Holder
30/09/19		Moelfre City	Councillor Phyl Davies	Alastair Knox	Portfolio Holder
30/09/19		Flood Risk Management Plan	Councillor Phyl Davies	Alastair Knox	Portfolio Holder
30/09/19		Food Health and Safety Plans	Councillor James Evans	Beverley Cadwallader	Portfolio Holder
30/09/19		Primary Authority Agreement	Councillor James Evans	Beverley Cadwallader	Cabinet
08/10/19	24/09/19	3 x Supplementary Planning Guidance	Councillor Martin Weale	Peter Morris	Cabinet
08/10/19		National Development Framework – Welsh Government consultation	Councillor Martin Weale	Peter Morris	Portfolio Holder
08/10/19	24/09/19	Budget Outturn as at 31 August 2019	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
08/10/19	24/09/19	Transfer of properties from general fund to Housing	Councillor Phyl Davies		Cabinet
08/10/19	24/09/19	Capital Programme Update as at 31 August	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
08/10/19	24/09/19	Corporate Asset Policy Review	Councillor Phyl Davies	David Micah	Cabinet
31/10/19		Winter Plan	Councillor Phyl Davies	Shaun James	Portfolio Holder

31/10/19	Ask and Act Policy for the National Training Framework for VAWDASV		Councillor James Evans	Duncan Kerr	Portfolio Holder
05/11/19	22/10/19	Treasury Management Quarter 2 Report	Councillor Aled Wyn Davies	Ann Owen	Cabinet
05/11/19	22/10/19	Budget Outturn as at 30 September 2019	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
05/11/19	22/10/19	Specialist Centre Provision	Councillor Myfanwy Catherine Alexander	Imtiaz Bhatti	Cabinet
05/11/19	22/10/19	Capital Programme Update as at 30 September	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
05/11/19	22/10/19	Quarter 2 Performance Report	Councillor Rosemarie Harris	Garry Hudson	Cabinet
27/11/19	12/11/19	Council Tax Base	Councillor Aled Wyn Davies	Andrew Griffiths	Cabinet
27/11/19	12/11/19	School Balances	Councillor Myfanwy Catherine Alexander		Cabinet
17/12/19	03/12/19	Budget Outturn as at 31 October 2019	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
17/12/19	03/12/19	Upper House Farm, Crickhowell	Councillor Phyl Davies		Cabinet
17/12/19	03/12/19	Corporate Asset Policy Review	Councillor Phyl Davies		Cabinet
17/12/19	03/12/19	Capital Programme Update as at 31 October	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
17/12/19	03/12/19	Schools Funding Formula Review	Councillor Myfanwy Catherine Alexander	Nancy Owen	Cabinet
17/12/19	03/12/19	Welsh Public Library Standards report for the year 18/19	Councillor Rachel Powell	Kay Thomas	Cabinet
21/01/20	07/01/20	Regional Technical Statement - Minerals	Councillor Martin Weale	Peter Morris	Cabinet
11/02/20	28/01/20	Evaluation of the impact of the roll out of full service universal credit on HRA rent arrears	Councillor James Evans	Dafydd Evans	Cabinet
11/02/20	28/01/20	Quarter 3 Performance Report	Councillor Rosemarie Harris	Garry Hudson	Cabinet
11/02/20	28/01/20	Treasury Management Quarter 3 Report	Councillor Aled Wyn Davies	Ann Owen	Cabinet

12/05/20	28/04/20	Quarter 4 Performance Report	Councillor Rosemarie Harris	Garry Hudson	Cabinet
12/05/20	28/04/20	Treasury Management Quarter 4 Report	Councillor Aled Wyn Davies	Ann Owen	Cabinet
28/07/20	14/07/20	Treasury Management Quarter 1 Report	Councillor Aled Wyn Davies	Ann Owen	Cabinet
03/11/20	20/10/20	Treasury Management Quarter 2 Report	Councillor Aled Wyn Davies	Ann Owen	Cabinet