

Cabinet

Meeting Venue
**Council Chamber - County Hall,
Llandrindod Wells, Powys**

Meeting date
Tuesday, 5 November 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

30 October 2019

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 |
|-----------|------------------|

To receive apologies for absence.

| | |
|-----------|----------------|
| 2. | MINUTES |
|-----------|----------------|

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

(Pages 5 - 8)

| | |
|-----------|---------------------------------|
| 3. | DECLARATIONS OF INTEREST |
|-----------|---------------------------------|

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

| | |
|-----------|-------------------------------------|
| 4. | QUARTER 2 PERFORMANCE REPORT |
|-----------|-------------------------------------|

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

Click on the link below to access the interactive Sway version of the report

[2019-20 Quarter 2 Performance Monitoring Report](#)

(Pages 9 - 22)

| | |
|-----------|--|
| 5. | PUBLIC ACCOUNTABILITY MEASURES 2018-19 ANALYSIS |
|-----------|--|

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

Click on the link below to access the interactive Sway version of the report
[Public Accountability Measures 2018-19 analysis](#)

(Pages 23 - 30)

| | |
|-----------|--|
| 6. | STRATEGIC RISK REGISTER QUARTER 2 2019-20 |
|-----------|--|

To consider a report by the Leader, County Councillor Rosemarie Harris.

Click on the link below to access the interactive Sway version of the report
[Strategic Risk Register Report Quarter 2 2019-20](#)

(Pages 31 - 50)

| | |
|-----------|--|
| 7. | BUDGET OUTFURN AS AT 30 SEPTEMBER |
|-----------|--|

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

Click on the link below for the interactive Sway version of the report.
<https://sway.office.com/ZzH3KojM3WUL5v9t?ref=email>

(Pages 51 - 62)

| | |
|-----------|--|
| 8. | CAPITAL PROGRAMME UPDATE AS AT 30 SEPTEMBER |
|-----------|--|

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

Click on the link below for the interactive Sway version of the report.
<https://sway.office.com/g7ezuKSsqmzqdTT1?ref=email>

(Pages 63 - 74)

| | |
|-----------|---|
| 9. | TREASURY MANAGEMENT QUARTER 2 REPORT |
|-----------|---|

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

(Pages 75 - 94)

| | |
|------------|---|
| 10. | RESHAPING THE PROCUREMENT OF HOME CARE SUPPORT THROUGH THE USE OF A DYNAMIC PURCHASING SYSTEM - UPDATE |
|------------|---|

To consider a report by County Councillor Myfanwy Alexander, Portfolio Holder for Adult Social Care.

(To Follow)

| | |
|------------|---|
| 11. | REPORT OF THE INDEPENDENT CHAIR OF THE IMPROVEMENT AND ASSURANCE BOARD |
|------------|---|

To consider the report of the Independent Chair of the Improvement and Assurance Board.

(Pages 95 - 102)

| | |
|------------|--|
| 12. | IMPROVEMENT AND ASSURANCE BOARD MINUTES |
|------------|--|

To receive for information the minutes of the meeting of the Improvement and Assurance Board held on 25th September 2019.

(Pages 103 - 110)

| | |
|------------|---|
| 13. | APPOINTMENT TO THE LDP WORKING GROUP |
|------------|---|

To appoint a Cabinet member to the LDP Working Group.

| | |
|------------|-----------------------|
| 14. | CORRESPONDENCE |
|------------|-----------------------|

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

| | |
|------------|---|
| 15. | DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING |
|------------|---|

To note the delegated decisions taken since the last meeting.

(Pages 111 - 112)

| | |
|------------|-------------------------------|
| 16. | FORWARD WORK PROGRAMME |
|------------|-------------------------------|

To consider the Cabinet forward work programme.

(Pages 113 - 116)

| |
|-----------------|
| Training |
|-----------------|

VAWDASV (Wales) Act 2015 Training - 10 minutes

Following the meeting, Cabinet and EMT are requested to remain behind to watch 2 short videos on the VAWDASV (Wales) Act 2015 as part of the requirement in the act to deliver training to the senior leadership of the Council. These will be first of a series of videos to be played at the end of Cabinet meetings over the coming months aimed at raising awareness of violence against women, domestic abuse and sexual violence as both a workforce and service delivery issue.

| |
|---|
| Briefing on National Development Framework - Peter Morris 20 minutes |
|---|

**MINUTES OF A MEETING OF THE CABINET HELD AT COUNCIL CHAMBER,
COUNTY HALL - COUNTY HALL ON TUESDAY, 8 OCTOBER 2019**

PRESENT

County Councillor M R Harris (Chair)

County Councillors MC Alexander, G Breeze, A W Davies, P Davies, J Evans,
H Hulme and R Powell

In attendance: County Councillor G Williams for part of the meeting.

The Leader welcomed County Councillors Graham Breeze and Heulwen Hulme to the Cabinet. She thanked County Councillors Stephen Hayes and Martin Weale for their service.

| | |
|-----------|------------------|
| 1. | APOLOGIES |
|-----------|------------------|

There were no apologies for absence.

| | |
|-----------|----------------|
| 2. | MINUTES |
|-----------|----------------|

The Leader was authorised to sign the minutes of the last meeting held on 17th September 2019 as a correct record.

| | |
|-----------|---------------------------------|
| 3. | DECLARATIONS OF INTEREST |
|-----------|---------------------------------|

There were no declarations of interest reported.

| | |
|-----------|---------------------------------------|
| 4. | HIGHWAYS ASSET MANAGEMENT PLAN |
|-----------|---------------------------------------|

Cabinet considered the Highways Asset Management Plan (HAMP) and supporting documents that had been developed in association with the County Surveyors Society Wales. The HAMP set out how the Council as highway authority would meet its duty under section 41 of the Highways Act 1980 to maintain highways maintainable at public expense. The HAMP used the CSSW Hybrid Approach to risk management to determine defect categorisation and repair timescales.

The recommendations of the Scrutiny Working Group and the responses of the service were noted.

| RESOLVED | Reason for Decision: |
|---|---|
| To adopt the Highways Asset Management Plan and supporting documents as set out in Annex 4 – 8 of this report. | To support delivery of the statutory duty in accordance with recognised best practice. |

| |
|---|
| 5. WINTER SERVICE REVIEW PHASE 1 |
|---|

Cabinet considered proposals for a reduction to the rates of salt currently used on county roads in line with new national guidance to reflect improvements in modern distribution technology and salt quality without a reduction in efficacy.

It was further proposed that there would be a discontinuation of the automatic retreatment undertaken on county roads when such actions were deemed necessary under trunk road guidance. Some retreatments would still be required on county roads dependent on weather conditions, but the frequency of these would be based on the knowledge and experience of the out of hours duty officer, in line with NWSRG guidance, rather than by being triggered automatically by the trunk road schedule.

Phase 2 of the review of winter services would look at the hierarchy of routes. Officers confirmed that there would be consultation with local members, Town and Community Councils and residents before proposals were brought back to Cabinet. Officers also confirmed no change to the plans for lower hierarchy roads and that salt bins or heaps would be in place before winter. Cabinet noted the contribution of local farmers and contractors to keeping roads clear during spells of severe weather.

| RESOLVED | Reason for Decision: |
|--|--|
| 1. That PCC adopts the proposed matrix for use on Powys county roads as set out in Table 2 of Appendix A to the report. | 1. Provision of financial and material efficiency while retaining a desirable level of resilience. |
| 2. That PCC discontinues automatic retreatments on county roads. | 2. To base retreatment decisions on the experience and local knowledge of PCC officers, in compliance with national guidance. |
| 3. Investigate vehicle technology and implement if supported by the business case. | 3. To realise maximum efficiency while retaining resilience, compliance and accountability to NMWTRA. |
| 4. In the interim, implement the proposed PCC matrix on only those routes comprised of 100% county roads. | 4. To realise all viable efficiencies at the earliest opportunity, prior to the availability of enhanced methods. |
| 5. To review existing treatment network and return to cabinet to agree proposed amendments (phase | 5. To ensure that the routes receiving treatment reflect the optimum coverage attainable in the |

| | |
|-----|-----------------------------------|
| 2). | current financial climate. |
|-----|-----------------------------------|

| |
|--|
| 6. FINANCIAL OVERVIEW AND FORECAST AS AT 31 AUGUST 2019 |
|--|

Cabinet considered the financial forecast and overview as at 31st August 2019. The forecast showed an improved position with £11.6m savings achieved to date, assurance on a further £6.4m but £3.7m considered unachievable. It was critical that this was addressed or there would be a shortfall in the budget going forward. The Senior Leadership Team had been tasked with identifying alternative savings to bridge this gap.

The report also contained a request for a budget virement to cover the cost of a replacement sewage plant to be funded by a drawdown of funds from HRA reserves.

| RESOLVED | Reason for Decision |
|---|--|
| 1. That the recovery plan proposed by the Senior Leadership Team be approved to address the budget shortfall. | 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. |
| 2. That the virement proposed is approved. | To ensure appropriate virements, are carried out. To align budgets with spending plans. |

| |
|---|
| 7. CAPITAL PROGRAMME UPDATE AS AT 31 AUGUST 2019 |
|---|

Cabinet considered the Capital Programme update for the period ended 31st August 2019. The report contained a number of virements

| RESOLVED | Reason for Decision |
|---|--|
| 1. That the contents of the report are noted. | To report on the Capital Outturn position for the 2019/20 financial year. To ensure appropriate virements, are carried out to align budgets and financing requirements. |
| 2. That the virements proposed in the report are approved. | |
| 3. That the virements over £500k are recommended to Council for approval. | |

| |
|---|
| 8. PUBLIC SERVICES OMBUDSMAN ANNUAL LETTER |
|---|

Cabinet received the Public Services Ombudsman's Letter for 2018/19. The Monitoring Officer explained that of 67 complaints received by the Ombudsman relating to the council, only 4 had been investigated. Of the complaints received, 17 had been ruled out because they were premature, i.e. the complainants had not gone through the Council's complaints process indicating a need to publicise

it better. The Monitoring Officer also proposed further training for members on the Code of Conduct and the public interest test. It was further suggested that this be raised at the autumn and spring liaison meetings with Town and Community Councils.

| | |
|-----------|--|
| 9. | IMPROVEMENT AND ASSURANCE BOARD MINUTES |
|-----------|--|

Cabinet received the minutes of the Improvement and Assurance Board meeting held on 28th August 2019. The Leader advised that the remit of the Board was being extended to oversee aspects of the Education service.

| | |
|------------|-----------------------|
| 10. | CORRESPONDENCE |
|------------|-----------------------|

There were no items of correspondence.

| | |
|------------|---|
| 11. | DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING |
|------------|---|

Cabinet received details of the delegated decisions taken by Portfolio Holders since the last meeting.

| | |
|------------|-------------------------------|
| 12. | FORWARD WORK PROGRAMME |
|------------|-------------------------------|

The forward work programme would be updated to reflect new portfolio responsibilities.

County Councillor M R Harris (Chair)

Cyngor Sir Powys
Powys County Council



2019-20 Quarter 2 Performance Monitoring Report

CYNGORSIR POWYS COUNTY COUNCIL

CABINET EXECUTIVE

Tuesday 5th November 2019

REPORT AUTHOR: County Councillor Aled Davies

(Portfolio Holder for Finance, Countryside and Transport)

REPORT FOR: Decision

Summary

In line with the council's Performance Management and Quality Assurance Framework, this report provides an overview of corporate achievements, issues and actions during **Quarter 2 2019-20**.

Performance details are provided for the following areas of our monitoring framework:

- **Top 20 Performance Measures** - Powys specific performance measures based on what is most important to Powys, informed by Vision 2025 and regulatory reports.

- **Corporate Improvement Plan 2018-2023 (CIP) Update 2019** - The CIP is our road map to Vision 2025, setting out our top priorities and milestones.
- **Public Accountability Measures 2019-2020** – Performance framework set by Welsh Government and comparable across 22 councils.
- **Strategic Equality Plan 2016-20 Update 2019** – An update of progress against the objectives, actions and measures within the council's statutory plan.
- **Quality Assurance** – A framework to help measure and assess the quality and standards of services.

Please note annual measures are not included in any of the analysis undertaken below. These will be included in the year end report.

Top 20 Performance Measures

Key achievements include:

- 94% of calls were answered within timescales. This is an improvement from 90% the previous quarter and a significant improvement from quarter 2 last year, where performance was 72%.
- 98% Adult protection (safeguarding) enquires completed within statutory timescales. This is an improvement from the previous quarter and quarter 2 last year, where performance was 96%.
- The average number of working days to clear fly tipping incidents was 3.71 days. This is a significant improvement from 8.11 days the previous quarter and quarter 2 last year, where performance was 6.6 days.
- The number of working days lost to sickness absence per employee was 8.53 days (12 month average). This is an improvement from 8.97 days the previous quarter and quarter 2 last year, where performance was 10.02 days.

Areas for consideration (measures with a RED BRAG status)

- The percentage of assessments completed for children within statutory timescales is 54.6%, which is a significant decrease from 90% the previous quarter and also quarter 2 last year, where performance was 80%.
- The proportion of revenue spend with Powys based suppliers and providers is 27%. This is a decrease from 29% the previous quarter and also quarter 2 last year, where performance was 30%.
- Reduced numbers of persons (per 1000 population) aged 75 and over who experience a delay in return to their own home or social care setting following hospital treatment is 2.54. Performance has declined from 1.67 the previous quarter and also quarter 2 last year, where performance was 0.87.

Please use the tool below to analyse the measure data for Quarter 2 Top 20 measures by Service area.

Embed://<iframe width="800" height="600"
src="https://app.powerbi.com/view?r=eyJrIjoibjY3MzA5OGUtOWU3Zi00ZDdjLWlONmYtOGUxN2UwMzg0OGM4IiwidCI6ImMwMWQ5ZWUxLTBIYjAtNDc1NC05OWFILTazYWU4YTczMmI1MCIslmMiOjh9"
frameborder="0" allowFullScreen="true"></iframe>

Corporate Improvement Plan 2018-2023 - 2019 Update

Transformation Programme

The section below reports progress against our Transformation programmes. The Medium Term Financial Strategy (MTFS) is monitored on a monthly basis via Cabinet and EMT through the use of financial reporting and is therefore not included in this report.

Key achievements include:

- Local Authority Trading Company (LATC) launched at Royal Welsh Show with a networking event held with businesses and partners together with local contractors in attendance. Very positive event and good support received
- Announcement of £55m investment in the Mid Wales Growth Deal from UK Government Welsh Secretary Alun Cairns
- First phase of public, community and staff engagement has been completed for the North Powys Well-being Programme
- Set up and held the first Higher Apprenticeship programme in conjunction with Powys Teaching Health Board

Please use the tool below to analyse the Transformation programme information for quarter 2.

Embed://<iframe width="800" height="600"
src="https://app.powerbi.com/view?r=eyJrIjoibjY3MzA5OGUtOWU3Zi00ZDdjLWlONmYtOGUxN2UwMzg0OGM4IiwidCI6ImMwMWQ5ZWUxLTBIYjAtNDc1NC05OWFILTazYWU4YTczMmI1MCIslmMiOjh9"
frameborder="0" allowFullScreen="true"></iframe>

Performance for Quarter 2 of the remaining high level activities and measures supporting delivery of Vision 2025 are summarised below:

Key achievements include:

The Economy

- We have been working closely with the Angora project to develop local supply chains in the south of the county. We are also working closely with Riversimple to develop a circular economy hub based in Llandrindod
- We have been working with services to undertake smaller value procurements and quick quotes themselves on the Sell2Wales system
- “Highways to Work”, the project to identify skills and employment shortages and then to train, develop or otherwise support low income or unemployed tenants to access the posts available, is progressing well. The first stages of the project, a joint initiative by Housing Services and Economic Development, is now underway working with employers and employer bodies to identify real and available jobs that cannot be filled due to skills shortages and lack of suitably qualified or skilled applicants
- As part of our work with Ceredigion County Council to draw up a programme of regeneration projects based on the objectives of the Targeted Regeneration Investment Programme (TRIP) Welsh Government Funded initiative, we have gained approval for Riverside venue in Newtown

Health and Care

- Shaw Healthcare Ltd, the new provider for the council owned care homes have been working with teams to identify good practice. They are also investing in staff through their Powys Shining Star award scheme
- Contract monitoring has taken place to provide assurance around whether the mental health supported accommodation continues to do what matters for people, meets their outcomes and providing a good quality service. The Supporting People floating support tender was completed and introduced a mental health specialism within this contract across the whole of Powys
- Work continues to be undertaken to align Third Sector grants with Powys Teaching Health Board; some of this work will link to the commissioning activity of mainstreaming of ICF (Integrated Care Fund) projects
- Work has commenced to update the adult social care pages on the council's internet with the added intention of making them easier for citizens to navigate. We have also commenced work with PeoplePlus who are developing proposals for the e-market place and virtual wallet approach; this project has a completion timescale of March 2021 prior to which an evaluation framework will be developed. Information, advice and additional training will be provided to frontline social service teams to enable them to help support the citizens of Powys to make informed decisions about direct payments
- "Ask Sara" - work has commenced with the Disability Living Foundation and the link is on the council's website for citizens to access. "Ask Sara" is an award-winning online self-help guide providing expert advice and information on products and equipment for older and disabled adults

- Extra Care Housing - work is progressing with the Pont Aur Sheltered Housing Scheme in Ystradgynlais with a target date for completion of March 2021
- The short stay respite review has been completed with the next step being to develop an options appraisal for consideration
- Building works have commenced as part of the Cae Glas project.
- Successful staff roadshows, arranged by the Director of Social Services and led by the Employee Rep Group have been held across the county

Learning and skills

- The Childcare offer was instigated across Powys in April 2019 as a joint project from Education and Children's services. By July, 993 children were able to access 30 hours of free child care across Powys. The Education Service and Children's Service have worked cooperatively to support settings to be able to provide for the 10 hours of education and 20 hours of childcare for the children eligible for this service

Residents and communities

- Tri-town groups have been established in East Radnorshire and another in the Hay/Talgarth area.
- The revised approach to anti-social behaviour has started to make improvements, with its focus on bring in at an early stage those agencies best placed to deal with matters of concern to residents
- Internalisation of estate maintenance has proven to be a real success, with compliments and praise being received from residents this year compared to last year, when we received many complaints regarding the outsourced service

Making it Happen

- A new Performance Management and Quality Assurance Framework has been developed and approved for launch
- A public budget consultation was finalised and will be launched in October 2019 using an online budget simulator programme

Please use the tool below to analyse the high level activities supporting delivery of Vision 2025.

Embed://<iframe width="800" height="600"
src="https://app.powerbi.com/view?r=eyJrIjoiaMTFkMWMMyYTQzMjBhOS00MmYzLTkyY2UtNGE0NjU1MTM3NWVhIiwidCI6ImMwMmQ5ZWUxLTBhYjAtNDc1NC05OWFILTazYWU4YTczMmI1MCIslmMiOjh9"
frameborder="0" allowFullScreen="true"></iframe>

Please use the tool below to analyse the high level measures supporting delivery of Vision 2025.

Embed://<iframe width="800" height="600"
src="https://app.powerbi.com/view?r=eyJrljoiNTg3ZDdjNWQtODUyMC00OTBhLThmOTgtODY0Y2ZkOW
NmZjZkliwidCI6ImMwMwQ5ZWUxLTBlYjAtNDc1NC05OWFILTazYWU4YTczMmI1MCIslmMiOjh9"
frameborder="0" allowFullScreen="true"></iframe>

Areas for consideration: (activities with a RED BRAG status)

Learning and skills

- Through the implementation of our Welsh in Education Strategic Plan we will provide more accessible provision for Welsh medium learners by 2020. The LA Estyn report states that: The authority has a suitable long-term vision to provide equality of provision for Welsh-medium learners in Powys and the objectives of the Welsh in Education Strategic Plan (2017-2020) are appropriate. However, the authority's record on stimulating the growth of Welsh-medium education is weak. As a result, the proportion of pupils receiving their education through the medium of Welsh has stagnated over recent years.
- We will improve routes to employability by Strengthening work based learning across the county, providing opportunities that encompass a diversity of formal, non-formal and informal arrangements including apprenticeships, work placements and informal learning on the job for all age groups by 2025-Creating additional apprenticeships, including higher and degree-level apprenticeships by 2025-Ensuring that there is easy access to high quality careers advice and guidance, and clear information about the local jobs market. Until very recently, the authority has made very little progress in addressing the challenges of post-16 education in Powys. These challenges include rapidly decreasing numbers of learners choosing to attend school sixth forms, and choosing to attend college or schools outside of Powys instead. This has resulted in significantly reduced levels of funding for sixth forms and the narrowing of the curriculum they offer. The authority recognises these challenges and has very recently undertaken a review of sixth form provision. At this stage, leaders have presented an evidence-based case for change and, in partnership with headteachers, have proposed a range of short-term and longer term solutions to deliver a new model for post-16 education.
- We will implement a joined-up system for supporting children and young people with additional learning needs to improve their experiences and outcomes by 2023. There is inadequate coordination, evaluation and planning across the authority for pupils with special educational needs (SEN) or who may require extra support. The local authority's vision for SEN is not communicated effectively to schools. The additional learning needs (ALN) policy provides adequate information, but focuses exclusively on the needs of pupils with special educational needs.
- By 2020 we will ensure we have effective systems in place to improve the identification of vulnerable young people who are at risk of disengagement from education. Over the last three years, the proportion of Year 11 leavers known not to be in education, employment or training (NEET) has remained low and has continued to reduce at a similar rate to the Wales

average. Young people benefit from effective bespoke support from the youth service in order to deal with their individual needs.

- We will improve the performance of our secondary schools. Overall, many pupils in Powys schools make sound progress. However, in many secondary schools, pupils do not sustain the good progress they achieve in early years settings and primary schools. In particular, the performance of more able pupils is too inconsistent across secondary schools. A few secondary schools perform strongly whilst performance in many others is weak.

Public Accountability Measures (PAMs) 2019-20

Key achievements include:

- Children Looked After (CLA) who have three or more placements in 12 months was 8%. Performance was also 8% for the previous quarter and for quarter 2 last year. Performance is still better than the Welsh average for 2018/19 which was 10%.
- Average end to end time for responsive repair is at 8.02 days. This is a slight drop in performance from the previous quarter where the figure was 7.6 days but a significant improvement from quarter 2 last year, where performance was 11.51 days.
- The average number of working days to clear fly tipping incidents, which has already been highlighted in the Top 20 section earlier in this report.
- The number of working days lost to sickness absence per employee, which has already been highlighted in the Top 20 section earlier in this report.

Please use the tool below to analyse the PAM measure data for quarter 2 by Service area.

Embed://<iframe width="800" height="600"
src="https://app.powerbi.com/view?r=eyJrljoiOWI0NGNINzgtZDA1OC00NzM3LTk5YWItN2RhMjk0NWE
00TU5liwidCI6ImMwMWQ5ZWUxLTBIYjAtNDc1NC05OWFILTAzYWU4YTczMmI1MCIslmMiOjh9"
frameborder="0" allowFullScreen="true"></iframe>

Areas for consideration: (measures with a RED BRAG status)

- The percentage of assessments completed for children within statutory timescales, which has already been highlighted in the Top 20 section earlier in this report.
- Percentage of households successfully prevented from becoming homeless is 58%. This is a decrease from 61% the previous quarter and also quarter 2 last year, where performance was 78%.
- Reduced numbers of persons (per 1000 population) aged 75 and over who experience a delay in return to their own home or social care setting following hospital treatment, which has already been highlighted in the Top 20 section earlier in this report.

Strategic Equality Plan (SEP) 2019-20

Key achievements include:

- Representation on the Corporate Parenting Group has been amended to include young person representative from the Children Looked After Forum
- The Domestic Abuse, Stalking, Harassment and Honor Based Violence (DASH) tool has been adopted and DASH training has been commissioned externally
- School Readiness survey has been completed and analysed and 63% of all schools in Powys responded. This has highlighted where schools believe they need further training in regard to Special Educational Needs (SEN)/ Additional Learning Needs (ALN) and other vulnerable groups. Central to this training is person centred planning and, in particular, the writing of outcomes and targets for improvement. A training brochure has been produced and is awaiting translation.
- Formation of "Virtual School for inclusion" in September 2019 to monitor and improve identification and support for children and young people that fall into specific inclusion groups. The Virtual School for Inclusion will enable professionals to be coordinated in monitoring any underperformance of pupils from vulnerable groups, triangulate support and ensure consistency in service delivery, enabling benchmarking, sign posting to good practice and targeted intervention

Please use the tool below to analyse the high level activities supporting delivery of the Strategic Equality Plan (SEP).

Embed://<iframe width="800" height="600"
src="https://app.powerbi.com/view?r=eyJrljoiY2Y1ZDIhM2MtZTlmYS00NjJiLWI2MjUtZjZzMWVvknz3MzdhliwidCI6ImMwMWQ5ZWUxLTBjYjAtNDc1NC05OWFILTazYWU4YTczMmI1MCIslmMiOjh9"
frameborder="0" allowFullScreen="true"></iframe>

Please use the tool below to analyse the high level measures supporting delivery of the Strategic Equality Plan (SEP).

Embed://<<iframe width="800" height="600"
src="https://app.powerbi.com/view?r=eyJrljoiYmY5MGQyOWItOTFIMy00YmlyLTk2MDEtMmNhZjZjZGZmMTZlliwidCI6ImMwMWQ5ZWUxLTBjYjAtNDc1NC05OWFILTazYWU4YTczMmI1MCIslmMiOjh9"
frameborder="0" allowFullScreen="true"></iframe>

Areas for consideration: (activities with a RED BRAG status)

- Review support for children and young people with emotional, social and mental health issues

- Embed the Person Centred Planning approach to ensure pupils with special educational needs have appropriate targets for improvement
- Help people with a Learning Disability to have improved opportunities for valued occupation including paid employment

Quality Assurance

Guidance around Quality Assurance (QA) form part of the councils refreshed Performance Management and Quality Assurance Framework which was published in October 2019. The Transformation and Communications service is working to support services to develop measures regarding QA.

Preferred Choice and Reasons

Not applicable

Impact Assessment

Is an impact assessment required? No

If yes is it attached? Not Applicable

Corporate Improvement Plan

Report contains detailed performance against the CIP 2018-23.

Local Members

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

Other Front Line Services

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

Communications

Have Communications seen a copy of this report? Yes

Communications Comment: The report is of public interest and requires proactive communication activity.

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

Legal: Not applicable

Finance: Not applicable

Statutory Officers

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

"The Solicitor to the council (Monitoring Officer) notes the content of the report"

The Head of Financial Services (Section 151 Officer):

"The 151 Officer notes the content of the report."

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.

Recommendations

Recommendations

This report recommends that Cabinet and Executive Management Team consider the remedial actions outlined above, and allocate resources accordingly to ensure their effective implementation. Further to this, it is recommended that cabinet portfolio holders discuss any activities or measures with a red or amber status with the relevant Corporate Director and Head of Service to ensure actions are taken forward to bring performance back on track.

This report also recommends that all services familiarise themselves with the updated Performance Management and Quality Assurance Framework.

Furthermore, a review of all of the Top 20 performance measures is being undertaken across all Service areas, with a view for this set of measures to be revised. This work should be completed and available for the Quarter 3 report.

Reason for Recommendations

These recommendations have been made to ensure areas of underperformance are brought back on track and the Service's intended outcomes are achieved.

This is also to ensure the council can provide appropriate and timely reporting and monitoring against the Top 20 Performance Measures, Corporate Improvement Plan, Public Accountability Measures and Strategic Equality Plan.

Policy

Relevant policy: CIP 2018-23; Performance Management and Quality Assurance Framework

Within Policy: Yes

Within Budget: Yes

Relevant Local Members: All Members

Person(s) To Implement Decision: Executive Management Team

Date By When Decision To Be Implemented:

Contact

Emma Palmer

Head of Transformation and Communications

emma.palmer@powys.gov.uk¹

01874 612217

¹<mailto:emma.palmer@powys.gov.uk>

Appendix

BRAG Definitions

BRAG and RAG and Trend status definitions

The performance of all measures and activities should be reviewed against their agreed milestones and targets for the period and awarded a status using the Blue Red Amber Green (BRAG) traffic light system shown below;



Service Abbreviations

- Finance
- PPPP - Property, Planning and Public Protections
- HCD - Housing and Community Development
- HTR - Highways, Transport and Recycling
- Legal - Legal and Democratic Services
- WOD - Workforce and Organisational Development
- T&C - Transformation and Communications
- Digital and Communications
- Adults - Adult Services
- Childrens - Children's Services
- Commissioning
- Education



This page is intentionally left blank

Cyngor Sir Powys
Powys County Council



Public Accountability Measures 2018-19 Analysis

CYNGORSIR POWYS COUNTY COUNCIL

CABINET EXECUTIVE

Tuesday 5th November 2019

REPORT AUTHOR: County Councillor Aled Davies

(Portfolio Holder for Finance, Countryside and Transport)

REPORT FOR: Information

Summary

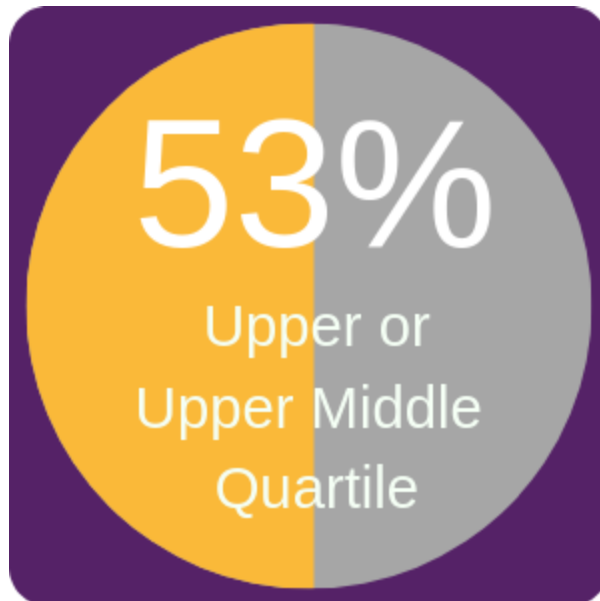
The 2018-19 Public Accountability Measures (PAMs) set contained 32 measures that assess performance across a range of council services. Of these, 22 measures are currently available for national comparison. However, it should be noted that 3 measures that relate to Social Care can not be broken down by local authority, meaning that only a year on year comparison for Powys can be given. A full picture of all Wales performance cannot be provided until December 2019. Below are some key statistics on how Powys performed during 2018-19:

Only 19 out of the 22 measures can be used to give a ranking based on their quartile positions as, already highlighted, above the 3 Social Care measures have not had their data broken down to local authority level.

(Please note this ranking may change when the remaining measures are taken into consideration in December 2019)

Overall Powys is ranked 5th of the 22 authorities.





Highlights

- PAM/017: Number of visits to local authority sport and leisure facilities during the year where the visitor will be participating in physical activity per 1,000 population - **this has improved from last year and Powys is ranked 1st in Wales.**
- PAM/001: Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence during the year – **this has improved from last year and Powys is ranked 3rd in Wales.**
- PAM/037: Average number of calendar days taken to complete all repairs – **Powys is ranked 2nd in Wales.** It should be noted that not all authorities have housing stock.

Areas for consideration

- PAM/039: Percentage of rent debit lost due to lettable units of permanent accommodation being empty during the year – **Powys are ranked 22/22.**

Head of Service comment: It should be noted, that the Council achieved WHQS in December 2018 and there was a policy of undertaking WHQS works to void properties. We have recently introduced a voids working group; voids work is undertaken by our joint venture contractor Heart of Wales Property Services (HOWPS), and we have recently supplemented HOWPS with additional contractors to help bring voids needing extensive works back into use.

- PAM/035: Average number of working days taken to clear fly-tipping incidents reported to the authority during the year – **Powys are ranked 20/20.**

Head of Service comment: We are endeavouring to reduce fly-tipping incidents by investigating each occurrence, and taking enforcement action when appropriate. Although in some cases this does slightly extend the time to remove fly-tipping, it is a long term sustainable approach. Recent technological improvements in our recording process will also positively influence our future performance.

- PAM/022: Percentage of C roads that are in overall poor condition - **Powys are ranked 22/22.**

Head of Service comment: Percentage of non-principal (C) roads that are in overall poor condition : Powys has 2102km of C roads the largest by far, Carmarthenshire the next highest has 1603kms. This condition status falls well below the current Welsh average. Although this is within the target, given our network lengths this equates to £33M in terms of repair costs required for these roads designated to be in 'poor condition'.

Please use the following interactive tool to view the performance of the PAMs with a comparison where available for 3 years including the all Wales average.

Embed://<iframe width="800" height="600"
src="https://app.powerbi.com/view?r=eyJrIjojOVMzZGE4Y2YtNmQxMy00MWFkLWl0MzQtYWlwZWQxMjk0ZDVlIiwidCI6ImMwMWQ5ZWUxLTBIYjAtNDc1NC05OWFILTazYWU4YTczMmI1MCIslmMiOjh9"
frameborder="0" allowFullScreen="true"></iframe>

Further information

Links below to useful tools for looking at the Data for the year 2018-19 for the PAMs in relation to performance, trends and Wales standing.

- Infobase Cymru¹
- My Local Council²

¹<http://www.infobasecymru.net/IAS/themes/localgovernment/localauthorityperformance?themelid=15235,15235>

²<http://www.mylocalcouncil.info/>

Preferred Choice and Reasons

Not applicable

Impact Assessment

Is an impact assessment required? No

If yes is it attached?

Corporate Improvement Plan

Report contains measures that are also used to monitor performance against the CIP 2018-23.

Local Members

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

Other Front Line Services

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

Communications

Have Communications seen a copy of this report? Yes

Communications Comment: The report is of public interest and requires proactive communication activity.

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

Legal: Not applicable

Finance: Not applicable

Statutory Officers

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

"The Solicitor to the council (Monitoring Officer) notes the content of the report"

The Head of Financial Services (Section 151 Officer):

“The 151 Officer notes the content of the report.”

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.

Recommendations

Recommendations

This report recommends that Cabinet and Executive Management Team consider Powys' position in relation to the PAMs 2018/19 performance relative to other councils in Wales.

Reason for Recommendations

To understand performance against national comparators.

Policy

Relevant policy: Public Accountability Measures 2018/19

Within Policy: Yes

Within Budget: Yes

Relevant Local Members: All Members

Person(s) To Implement Decision: Executive Management Team

Date By When Decision To Be Implemented:

Contact

Emma Palmer

Head of Transformation and Communications

emma.palmer@powys.gov.uk³

01874 612217



³<mailto:emma.palmer@powys.gov.uk>

This page is intentionally left blank

Cyngor Sir Powys
Powys County Council



Strategic Risk Register Report Quarter 2 2019/20

CYNGOR SIR POWYS COUNTY COUNCIL

CABINET EXECUTIVE

DATE: Tuesday 5th November 2019

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

REPORT FOR: Decision

1. Summary

1.1 This report sets out the council's latest position on managing its key risks, including those on the Strategic Risk Register and those posed by Brexit. It also outlines risks recommended for escalation to the Strategic Risk Register. **1.2** Our Strategic Risk Register is key to safeguarding the organisation and building resilience into our services. At a time when the council is facing unprecedented challenges, the effective management of risk is needed more than ever. A risk-managed approach to decision making will help us to achieve the well-being objectives in Vision 2025 and deliver services more efficiently, using innovative and cost-effective means.

2. Strategic Risk Register

2.1 As at the end of quarter 2 2019-20, there are nine risks on the strategic risk register, all of which have been carried forward from quarter 1 2019-20. During quarter 2, all nine strategic risks have been re-assessed and re-scored using the new 5x5 Risk Matrix that Cabinet agreed in July 2019. All risk owners have also been asked to provide a short summary of progress since quarter 1, to give assurance that mitigating actions are being actioned and monitored.

2.2 Click here ¹for full details of the strategic risks and the mitigating actions identified to control them.

2.3 Click here ² to view a heat map which presents the results of the quarter 2 risk assessment process visually. It highlights that two out of the nine risks are placed within the 'major' impact category and none with 'catastrophic' impact.

3. Escalation of risks

3.1 During Quarter 2, the following two risks have been identified and it is recommended that they are escalated to the Strategic Risk Register for monitoring. The reason for this is that Estyn advised that the Powys Local Government Education Service is causing significant concern and issued 5 statutory recommendation that require immediate attention.

- 1. The council will be unable to manage the schools budget without extra resource and finance and this will affect every individual school in Powys that has a deficit budget.** If the school fails to do a budget deficit plan, warning letters will be issued to the schools and the Authority will consider whether to withdraw delegation. Should this occur, the Local Authority LA will have to resource financial advice and manage the schools budget for each school that has their delegated funding removed. This would need to be specialist advice from a service that is under-resourced so there may be financial implications.
- 2. The council fails to make the necessary improvements in response to Estyn recommendations.** Failure to implement these recommendations will result in Estyn continuing to monitor the education service in Powys.

4. Utilisation of JCAD

4.1 The electronic risk management software (JCAD Core) continues to be used across the organisation to record and monitor strategic and service risks. At the end of quarter 2, only two services (Finance and Legal and Democratic Services) are still in the process of transferring to JCAD. These services are currently being supported by the Transformation and Communications team to ensure consistency in the application of JCAD. The council's Transformation Delivery Programme is also being supported to use JCAD for the monitoring of risks.

¹<https://powyscc.sharepoint.com/:w/s/services/SPP/ops/EbljRY5XPzFJh7cP812dO2UBc3b2tkXZlmCHb0knUW3lnQ?e=ss3Obl>

²https://powyscc.sharepoint.com/:w/s/services/SPP/ops/EfOYbKlXbdRGr4ZC21u-LpoB9Z_HOkUHwWoMSMXsOGKW6w?e=El7qhE

5. Brexit risks

5.1 In parallel to the council's risk management process, the Brexit Coordination Group have been working with all services to complete Brexit Impact Assessments, and in doing so have identified risks that Brexit poses to their service. This process has identified 99 risks (4 of which are deemed opportunity risks). Services have considered these risks, and where appropriate put mitigation in place.

5.2 From the 99 service level risks, 11 have been identified as requiring attention at a strategic level. These can be summarised as follows: - Increased demand for service - 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 More information regarding these 11 Strategic Brexit Risks is available by contacting Greg Thomas (greg.thomas2@powys.gov.uk³).

5.3 It should be noted that although the council may be unable to address many of the Brexit issues directly, it needs to consider how potential impact can be mitigated. In addition, these assessments capture the situation at a particular point in time, Brexit is a dynamic process, which the council should continue to plan and respond to as more information becomes available.

6. Options Considered / Available

N/A

7. Preferred Choice and Reasons

N/A

8. Impact Assessment

Is an impact assessment required? No.

9. 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.

10. Local Members

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

³<mailto:greg.thomas2@powys.gov.uk>

11. Other Front Line Services

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

12. Communications

12.1 Communications - The reports are of public interest and require proactive communication activity.

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

13.1 Legal – N/A

13.2 Finance – N/A

14. Scrutiny

Has this report been scrutinised? No

15. Data Protection

This report does not involve the processing of personal data.

16. Statutory Officers

16.1 The Head of Finance (Section 151 Officer) – The 151 Officer notes the content of the report.

16.2 Monitoring Officer – The Solicitor to the council (Monitoring Officer) notes the content of the report.

17. Members' Interests

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

18. Recommendations

Recommendations

That:

- Cabinet notes the current Strategic Risk Register and is satisfied with progress against mitigating action for quarter 2.
- Cabinet approves the following two risks to be escalated to the Strategic Risk Register:
 - **The council will be unable to manage the schools budget without extra resource and finance and this will affect every individual school in Powys that has a deficit budget.**
 - **The council fails to make the necessary improvements in response to Estyn recommendations.**
- Cabinet notes the Brexit strategic level risks and continues to plan and respond as appropriate.

Reason for Recommendations

To ensure appropriate understanding and management of strategic risks which could prevent us from achieving our objectives. To ensure a risk managed approach to decision making and good governance of the Council.

Policy

Relevant policy: Risk Management Strategy/toolkit

Within Policy: Yes

Within Budget: Yes

Relevant Local Members: N/A

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? No

If yes, date of review: N/A

Person responsible for the review: N/A

Date review to be presented to Portfolio Holder/ Cabinet for information or further action: N/A

Emma Palmer

Head of Transformation and Communications

emma.palmer@powys.gov.uk⁴

01874 612217

⁴<mailto:emma.palmer@powys.gov.uk>



Strategic Risk Register Quarter 2 2019-20

| 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 |
| PCC0004 Ness Young | Significant long term decrease in the working age population impacts on Council's ability to recruit and retain or commission the workforce it requires | Council is unable to secure the services needed by the local population, including care and assessment provision, education, waste, highways, housing culture and support services. | <p>Progress against mitigating actions since last qtr.</p> <p>2nd Qtr 19/20 Overall risk progress: Draft health and social care strategic framework has been developed</p> <p>2nd Quarter progress of supporting mitigating actions are as follows:</p> <p>Developing digital solutions and services -A Digital First Executive Group has been established under the Health and Care Strategy and a Strategic Framework is in development</p> <p>Improving education attainment of all pupils -In secondary schools, new qualifications have been introduced during the past three years. Welsh Government have also introduced interim key stage 4 performance measurement arrangements with a change from Level 2 qualifications (A*- C) to Capped 9 Average Point Score. Key stage 4 and 5 data within the report remains provisional as we await the verified data available in December 2019.</p> <ul style="list-style-type: none"> In Powys, there was an improvement of 6.1 points in the average Capped 9 points score for individual pupils. The average Capped 9 point score has increased in 7 out of 11 Powys secondary schools. Across ERW, the average Capped 9 point score increased by 10.9 points. Powys is ranked 3rd across the ERW local authorities. <p>Developing a workforce strategy which</p> | Cllr Graham Breeze Ness Young | 25 | 20 | <ul style="list-style-type: none"> Promoting Powys as a place to live, visit and do business Improving skills and supporting people to get good quality jobs Developing a health and care workforce for the future Improving the skills and employability of young people and adults Support communities to be able to do more for themselves and reduce demand on public services Develop an Adults' Service recruitment and retention strategy, based on a strong brand promoting positive values and working/l Formal partnership with the Open University and secondment of students Build better connections with schools within Powys and universities within Wales and just across the border in order to attract Developing digital solutions and services Improving education attainment of all pupils Developing a workforce strategy which ensures Council is an excellent employer Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications Consideration of a joint bank of staff available to maintain staffing levels and reduce risk Investigation of the Apprenticeship framework to see what can be offered to younger people to attract them into social care Conduct research to understand the workforce profile in health and social care increase use of direct payments and the dynamic purchasing system are intended to secure more creative approaches Telehealth and telecare | <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>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>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</p> <p>Action In Progress</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>ensures Council is an excellent employer -Draft Council workforce strategy has been produced</p> <p>Growing our own workforce, including the scoping of a rural academy of learning which would offer social care qualifications -Rural academy proposal is being developed by the Workforce Futures Board as part of the Workforce Futures Strategic Framework</p> <p>Consideration of a joint bank of staff available to maintain staffing levels and reduce risk -Proposal being developed</p> <p>Investigation of the Apprenticeship framework to see what can be offered to younger people to attract them into social care roles -Joint apprenticeship scheme now in place</p> <p>Conduct research to understand the workforce profile in health and social care -Research complete and underpins draft Workforce Futures Strategic Framework</p> <p>-All other mitigating actions that support this risk have nothing to report this quarter.</p> <p>1st Qtr 19/20 No change this quarter</p> <p>4th Qtr 18/19 Powys as a whole faces a significant long-term workforce challenge because demographic change is leading to an increase in older people (75+) and a decline in the number of people of working age. This information is based upon the Welsh Government Population Projections (2016)- http://pstatic.powys.gov.uk/fileadmin/Docs/Statistics/Themes/Population/R_POPPROJ_19-</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>09-10129-2016-en.pdf</p> <table border="1"> <thead> <tr> <th>Age Group</th> <th>2014</th> <th>2019</th> <th>2029</th> </tr> </thead> <tbody> <tr> <td>2039</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Working Age (16-64)</td> <td>77,200</td> <td>73,500</td> <td></td> </tr> <tr> <td>65,200</td> <td>56,900</td> <td></td> <td></td> </tr> <tr> <td>75+</td> <td>15,100</td> <td>17,600</td> <td>24,000</td> </tr> <tr> <td>28,200</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>The figures suggest that compared to 2014 there are now approximately 4,000 fewer people of a working age in Powys. In ten years' time that figure will have increased to 12,000 (ie a 15% reduction in our working age population) at the same time as we will see an increase in over 75s of nearly 60%.</p> <p>This risk will impact on the whole council, albeit some services may feel the impact at different times. We therefore need to take a whole council approach to our management of this risk. Vision 2025 sets out the Council's Improvement Plan for the next five years and there are a number of commitments contained in that document that will help to mitigate this risk, including:</p> <ul style="list-style-type: none"> Promoting Powys as a place to live, visit and do business - Head of Housing and Community Development Improving skills and supporting people to get good quality jobs- Head of Education Developing a health and care workforce for the future - Head of Workforce and Organisational Development Developing digital solutions and services - Corporate Director - Transformation Improving education attainment of all pupils - Head of Education Improving the skills and employability of young people and adult - Head of Education Support communities to be able to do more for themselves and reduce demand on public services -Head of Housing and Community Development | Age Group | 2014 | 2019 | 2029 | 2039 | | | | Working Age (16-64) | 77,200 | 73,500 | | 65,200 | 56,900 | | | 75+ | 15,100 | 17,600 | 24,000 | 28,200 | | | | | | | | |
| Age Group | 2014 | 2019 | 2029 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2039 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Working Age (16-64) | 77,200 | 73,500 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 65,200 | 56,900 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 75+ | 15,100 | 17,600 | 24,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 28,200 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| 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>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> <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> | | | | | |

| 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>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> | | | | | |
| ICT0010 Helo Dolman Escalated From :- Digital Services | Non compliance with data protection legislation (General Data Protection Regulations (GDPR) and UK Data Protection Act (DPA) 2018 | - 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. 2nd Qtr 19/20 Nothing to report. 1st Qtr 19/20 4th Qtr 18/19 Review of some policies, training and awareness raised. Changes to mandatory training agreed | Cllr Graham Breeze Ness Young | 12 | 12 | <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 | Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action In Progress Action Completed Action Completed Action Completed |

| 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 | |
| Page 49 | | | | | | | <ul style="list-style-type: none"> - 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) - Create policy on services undertaking due diligence potential processors - Create log of data processors and agreements linking to information asset and ROPA | <ul style="list-style-type: none"> Action Completed Control In Place Control In Place Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn Withdrawn | |
| | CS2019 Jan Coles | Ability to meet the requirements of the MTF5 / Retaining grant funding around posts within Children's Services / Addressing the deficit in the FRM (£1.1million) for 2018/19 | <ul style="list-style-type: none"> - 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 - Reconfiguration of anti-poverty grants likely to have an impact | <p>Progress against mitigating actions since last qtr.</p> <p>2nd Qtr 19/20</p> <p>To date this year we have achieved savings however there is an increase in pressures, we continue to monitor this.</p> <p>Looked after children numbers have reduced from 250 in December 2018, to 236 at end of September 2019. This demonstrates that the investment in intervention and prevention and early help services is taking effect.</p> <p>New process in place for reviewing high cost placement, being led by Senior Manager Corporate Parenting.</p> <p>1st Qtr 19/20</p> <p>Nothing to report.</p> <p>4th Qtr 18/19</p> <p>Restructure to place focus on early help, prevention and intervention to prevent escalation at every point is taking place and is on track.</p> <p>Agency staff reduced to 39</p> | Cllr Rachel Powell | 9 | 9 | <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. | <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 |

| 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>Agency staff applying and being appointed to permanent positions</p> <p>Two consultants due to leave in May</p> <p>Continued focus on returning children from out of county placements</p> <p>Admission panel established, chaired by Head of Service, to enable practice to be guided and ensure oversight of all admissions to care</p> <p>Budget training for all managers</p> <p>Budget included as part of performance management in the service</p> | | | | <ul style="list-style-type: none"> • 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 | <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> <p>Control In Place</p> |
| <p>FIN001</p> <p>Page 43</p> <p>Escalated From :- Finance</p> <p>Jane Thomas</p> | The Council is unable to manage the level of financial cuts required by the Welsh Government and the relatively poor funding position | <p>- The Council incurs significant overspend</p> <p>- Projected budget will suffer an overspend</p> <p>- Penalties and fines may be imposed</p> <p>- Council reputation damaged</p> | <p>Progress against mitigating actions since last qtr.</p> <p>2nd Qtr 19/20, Integrated Business Planning in place, Service proposals submitted, Cabinet continue to develop a draft budget plan. Engagement with the wider Council membership, and consultation with the public commencing and development of the budget simulator.</p> <p>1st Qtr 19/20 Scenario planning in place and projected budget gap calculated, development of budget commenced with Cabinet. Development of Integrated Business Planning and new approach to budgeting, focusing on outcomes. Budget planning over a 3 years rather than 1 financial year</p> <p>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</p> | <p>Cllr Aled Davies</p> <p>Jane Thomas</p> | 16 | 9 | <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> |

| 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 |
| | | | 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. | | | | | |
| 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.</p> <p>2nd Qtr 19/20 This risk is being managed the Brexit Coordination Group, which meets on a monthly basis. The Brexit Coordination Group maintains a separate risk register. At this time the Brexit outcome is still unknown, and therefore this remains a high risk to the Council.</p> <p>1st Qtr 19/20 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 - 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.</p> | <p><i>Cllr Rosemaire Harris</i></p> <p>Nigel Brinn</p> | 12 | 9 | <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 | <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> |

| 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. 2nd Qtr 19/20. Estyn undertook an inspection of education services in July 2019, and their report was published in Sept. Estyn noted that they had significant concerns about the education services and made five recommendations for the council to address, which the council accepts in full. A post-inspection action plan is being prepared and will be discussed with Estyn at a post-inspection meeting in November 2019. The Schools Transformation Board has been re-established, regular reports will be submitted to Learning and Skills Scrutiny Committee and the Leader is establishing a Group Leaders' meeting that will meet monthly to consider progress in implementing the recommendations. CIW continue to monitor Social Services and we expected full inspections of Children Services and Adult Services over the 12 months. 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> | 20 | 9 | <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> |

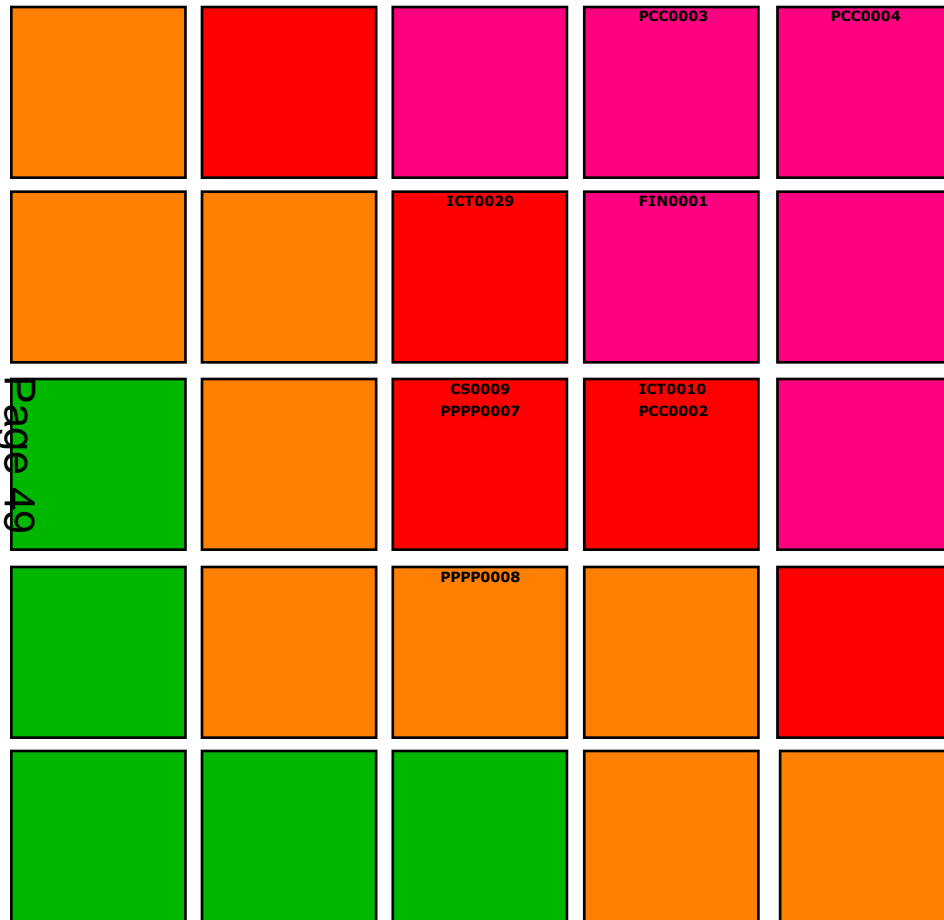
| Strategic Risk Register | | | | Portfolio | Inheren | Residu | Controls and Actions | |
|--|--|--|--|--------------------------------------|---------|--------|--|--|
| Ref & Owner | Risk Identified | Potential Consequence | Notes | Director or Head of Service | | | Control or Action | Status |
| ICT0029 Julie Davies Escalated From :- Digital Services Page 47 | 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: • 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. 2nd Qtr 19/20 Cyber Essentials accreditation achieved 1st Qtr 19/20 No progress to highlight. 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 Graham Breeze Ness Young | 12 | 6 | <ul style="list-style-type: none"> Major Incident response processes Disaster Recovery Procedures Cyber Security Improvement Plan Cyber Security Certification | Action In Progress Action In Progress Control In Place Control In Place |
| PPPP0008 Gwilym Davies Escalated From :- Property, Planning, and Public Protection | Lack of adequate resilience planning | - Non-compliance with Civil Contingencies Act (CCA) 2004 - Failure to deliver critical services in the event of a declared emergency or event - Disruption to business as usual activities | Progress against mitigating actions since last qtr. 2nd Qtr 19/20 • Service and Corporate Business Continuity Plans fully updated; • Creation of new Incident Management Guide (in draft form); • Review of contingency planning documents underway; • Four Gold/Strategic Officers Trained; • Loggist masterclass training undertaken by Civil Contingency team member, this will be delivered to other officers throughout quarter three; • Participation in Exercise Wales Connect; | Cllr Phyl Davies Nigel Brinn | 6 | 4 | <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) - 24/7 Duty Emergency Planning Officer to facilitate PCC response | 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"> Continued engagement at multi-agency Local Resilience Forum meetings. <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. | | | | | |

Inherent Ratings Summary Heatmap

Residual Ratings Summary Heatmap

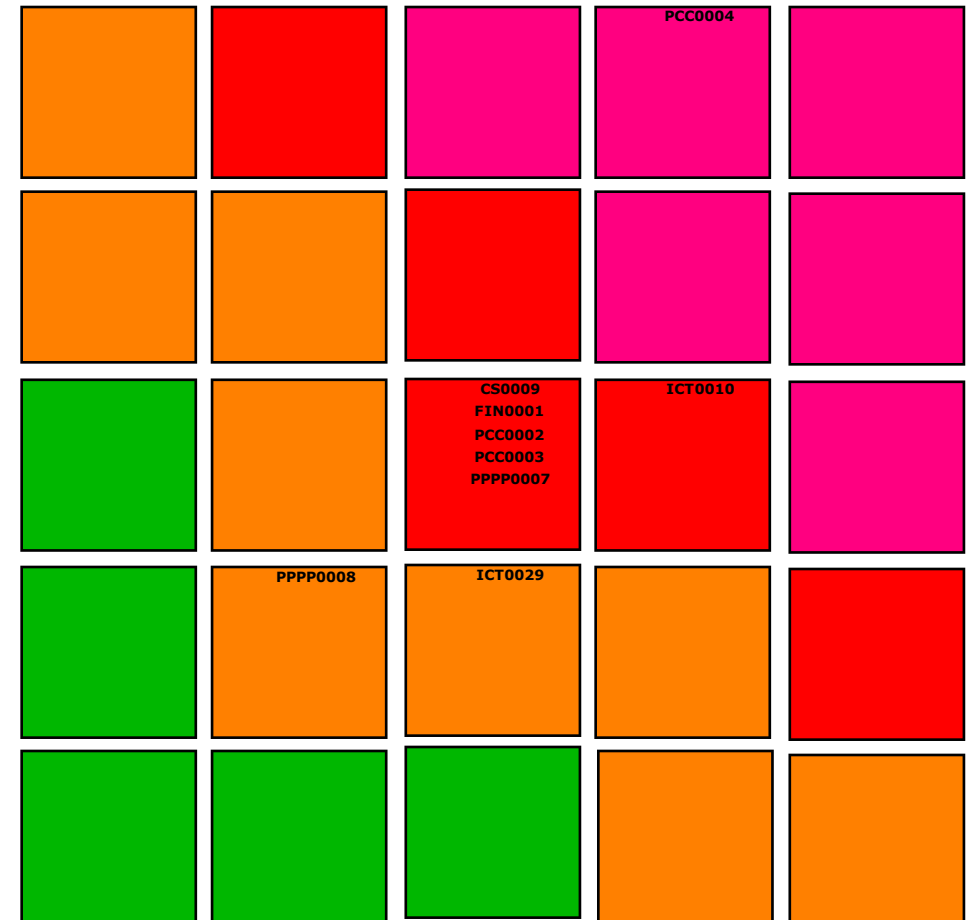
Probability



Almost Certain
Likely
Possible
Unlikely
Rare

Insignificant Minor Moderate Major Catastrophic

Impact



Insignificant Minor Moderate Major Catastrophic

Impact

Detailed Risk Information

Residual and Target Rating Changes since 18/04/2019

| 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 | | 25 | 28 | | 20 |
| ICT0010 | Non compliance with data protection legislation (General Data Protection Regulations (GDPR) and UK Data Protection Act (DPA) 2018) | Helen Dolman | Digital Services | 21 | | 12 | 14 | | 12 |
| PCC0003 | The council receives a negative regulatory / inspection report | Caroline Turner | Powys County Council | 15 | | 20 | 15 | | 9 |
| 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 | 15 | | 16 | 10 | | 9 |
| PCC0002 | The impact on the Council as a result of Brexit. | Greg Thomas | Powys County Council | 15 | | 12 | 3 | | 9 |
| 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 | | 9 | 15 | | 9 |
| PPPP0007 | Heart of Wales Property Services (HOWPS) | Gwilym Davies | Property, Planning, and Public Protection | 20 | | 9 | 15 | | 9 |
| ICT0009 | 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 | Digital Services | 15 | | 12 | 15 | | 6 |
| PPPP0008 | Lack of adequate resilience planning | Gwilym Davies | Property, Planning, and Public Protection | 10 | | 6 | 3 | | 4 |

Page 50

Report Selection Criteria

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



Financial Overview and Forecast as at 30th September 2019

CYNGOR SIR POWYS COUNTY COUNCIL

County Councillor Aled Davies

Portfolio Holder for Finance

Overview

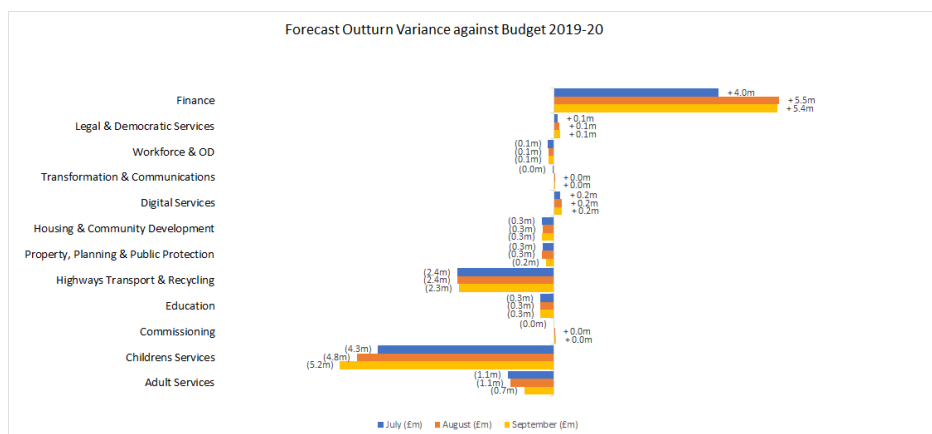
This report presents the forecast outturn on the 2019-20 revenue budget as at 30th September 2019. The forecast shows an improved position with the projected overspend now reported at £3.398 million by year end (down from £3.460m reported in August). This figure takes account of £12.521 million budget savings that had been achieved by 30 September.

The total budget savings requirement for 2019-20 is £21.692 million (including Social Care), leaving £9.171 million still to be delivered.

Further savings of £3.438m are expected to be delivered by the year end, this will deliver an outturn which underspends against the approved budget.

The underspend is dependent on whether Adult Social Care are able to continue to successfully manage the service pressures identified, these were estimated at £9.5m (including £1m additional savings), but as a result of the service's interventions only £3.932m have materialised at this point in the year. £2.746m of these pressures are being mitigated by not awarding an uplift to providers, which comes with a different risk. Likewise, demographic increases to date have been mitigated by preventative measures (such as Technology Enabled Care) and the potential impact has not materialised to the anticipated level, but this could change over the coming months.

Revenue Position



1 - The chart shows the projected variance against budget for each service.

The chart above shows the variance against budget for each service, and how this position has changed since that reported in August. The main changes reflect an increased underspend against Finance (reduced cost of borrowing), and increased costs for Children's Services.

The revenue budget that supports the borrowing requirements of the authorities capital programme has been reviewed and due to changes and slippage in the programme the need to borrow and make

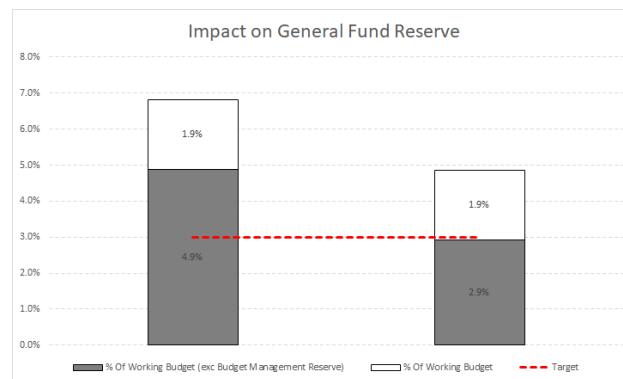
provision for future debt has reduced, this budget is therefore reported with an increased level of underspend and is will be used to support the savings gap on a non-recurrent basis.

The Children's services forecast shows a further increase in expenditure due to the increase in the number of children being supported.

Reserves

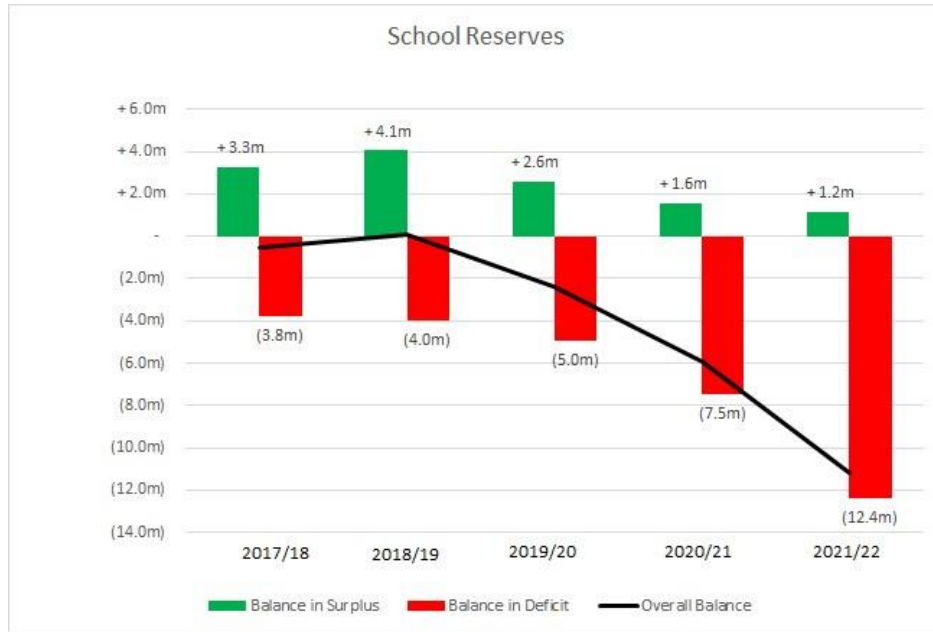
The revenue reserves held at the beginning of the year totalled £27.9 million, with £9.1 million held in the General Reserve and Specific and Ring-fenced reserves of £18.9 million. The planned use of reserves to support the overall revenue budget during the year (excluding Schools and HRA) is £1.441 million.

Savings are not reflected in the outturn position until they are achieved and assurance that further savings can be delivered limits the need to draw on the Councils reserves to balance the budget. Based on this current position and if no further savings were delivered the forecast overspend in-year would need to be financed from the General Fund Reserve reducing it to £5.432 million (2.9% of the total net revenue budget (excluding Schools and HRA)). When the budget management reserve is included this figure rises to 4.9%. This revised position would be in line with the policy set.



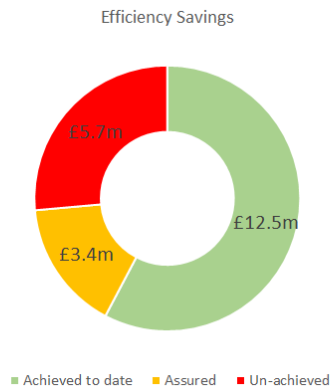
School Budgets and the level of deficit continues to be a significant risk that must be addressed. The opening position on the Schools Delegated Reserves was a balance of £78,000. Budgets for 2019-20 projected a further draw on reserves of £2.924 million. During the year Schools have revised their budget plans and are now projecting a reduced use of reserves by £330,000. On this basis the projected balance at the end of the financial year would be a deficit of £2.5 million.

Compliance work and action is crucial to ensure that this is managed effectively. The issuing of Notices of Concern was the first step in this compliance work and further intervention has been taken at some schools with the issue of formal warning notices reinforcing the need for Governing Bodies to put in place the appropriate action to bring their budgets back into line.



2 - This chart shows the overall School Reserve balances and the total value of Schools which are in Surplus (Green) and Deficit (Red) and the forecast for this financial year and the following two financial years based on the latest budget plans submitted by the schools.

Efficiency Savings



The total savings required in the current financial year is £21.692m.

The total savings delivered to date has increased to £12.521m, 58% of the total. This position is reflected in the Revenue Outturn Forecast reported.

Assurance has been provided that further savings of £3.438m can be delivered this year, these have been allocated an Amber RAG status. The remaining £5.733m is considered to be unachievable and are therefore recorded as Red, this has increased since the last report following a review of the Childrens service efficiencies, with £2.6m now not likely to be achieved this financial year.

Some mitigating action has been taken by services, and alternative means of covering the savings shortfall in the current financial year has been put in place, whilst this resolves the gap for the current financial year it does not remove the requirement to permanently resolve the base budget.

The Senior Leadership Team continue to review how this gap can be closed.

Revenue Forecast

| Service Area | Original Budget | Working Budget | Forecast Spend | Variance (Over) / Under Spend | Variance (Over) / Under Spend % | Variance BRAG Status |
|--|-----------------|----------------|----------------|-------------------------------|---------------------------------|----------------------|
| Adult Services | 64,785 | 64,827 | 65,546 | (719) | (1.1) | A |
| Childrens Services | 20,413 | 20,331 | 25,550 | (5,219) | (25.7) | R |
| Commissioning | 2,497 | 3,450 | 3,408 | 42 | 1.2 | B |
| Education | 22,138 | 21,988 | 22,318 | (330) | (1.5) | A |
| Highways Transport & Recycling | 29,053 | 29,149 | 31,477 | (2,328) | (8.0) | R |
| Property, Planning & Public Protection | 5,652 | 5,706 | 5,895 | (189) | (3.3) | R |
| Housing & Community Development | 8,583 | 8,862 | 9,168 | (306) | (3.5) | R |
| Digital Services | 4,781 | 4,992 | 4,796 | 196 | 3.9 | B |
| Transformation & Communications | 3,533 | 1,784 | 1,778 | 6 | 0.3 | G |
| Workforce & DD | 1,508 | 1,366 | 1,499 | (133) | (9.7) | R |
| Legal & Democratic Services | 3,056 | 3,159 | 3,016 | 143 | 4.5 | B |
| Finance | 19,062 | 19,810 | 14,371 | 5,439 | 27.5 | B |
| Total | 185,061 | 185,424 | 188,822 | (3,398) | (1.8) | |
| Housing Revenue Account (HRA) | 0 | 0 | (97) | 97 | | B |
| Schools Delegated | 70,124 | 69,761 | 69,431 | 330 | 0.5 | G |

This stack contains the details for each Service together with the comments from the Head of Service. To view all of the text of each card click the expand icon.

Adult Services

- **Net Budget - £64.827m**
- **Forecast - £65.546m**
- **Variance - (£0.719m) - (1.1%) - Amber**

The savings being achieved are clearly making a significant impact. The forecast for 2019/20 during the budget setting process was a pressure of approximately £10m. The impact of the efficiencies is being countered by additional short-term care required to reduce delayed transfers of care. The variance is reducing and work is ongoing to reduce this further. It is going to be very important to ensure that hospital winter pressures do not increase spend significantly.

Childrens Services

- **Net Budget - £20.331m**
- **Forecast - £25.550m**
- **Variance - (£5.219m) - (25.7%) - Red**

The Service is focussed on delivering the improvements required by Care Inspectorate Wales and Welsh Government. Pressures for 2019-20 of £6.250m were not accounted for in the budget. Plans were proposed to find efficiencies within the service to cover £3.651m of these. The Children's Services budget was set with a deficit of £2.6m (12.8%). The cost of placements for children who are looked after and the continued need for agency social workers to cover vacancies in the service, to deliver the required improvements, has meant the planned savings have not been delivered. Investments in early

help and intervention and prevention services as well as our new practice framework are reducing the number of children looked after and the number of children in need of protection however the cost of placements for children already in our care continue to require placements that meet their needs. The benefit of the investment and changes to practice will be felt in coming years.

Education

- **Net Budget - £21.988m**
- **Forecast - £22.318m**
- **Variance - (£0.330m) - (1.5%) - Amber**

Schools Delegated

- **Net Budget - £69.761m**
- **Forecast - (£69.431m)**
- **Variance - £0.330m - 0.5% - Green**

Education:

The service, through close liaison with finance officers, continues to work diligently on identifying efficiencies. All senior officers are fully engaging with finance officers over the coming month to identify priorities in line with Vision 2025 and Estyn outcomes as part of the integrated planning process. We have a clearer understanding of the importance of new and efficient ways of working moving forward as a service whilst balancing the need to meet the Estyn recommendations.

Schools delegated budgets show a slight improvement. Meetings were held with schools who had received warning notices during September which included school improvement officers, finance officers, head of service and 151 officer. Officers will now meet to consider any further action that needs to be taken.

Schools Delegated:

Schools delegated budgets show a slight improvement. Meetings were held with schools who had received warning notices during September which included school improvement officers, finance officers, head of service and 151 officer. Officers will now meet to consider any further action that needs to be taken.

Highways, Transport & Recycling

- **Net Budget - £29.149m**
- **Forecast - £31.477m**
- **Variance - (£2.328m) - (8.0%) - Red**

A key element of this overspend continues to be the under achievement of savings, new cost reduction changes are being considered to mitigate this effect

Property, Planning & Public Protection

- **Net Budget - £5.706m**
- **Forecast - £5.895m**
- **Variance - (£0.189m) - (3.3%) - Red**

An improvement on the previous month, with the slippage on vacancies supporting the under achieved savings to date

Housing & Community Development

- **Net Budget - £8.862m**
- **Forecast - £9.168m**
- **Variance - (£0.306m) - (3.5%) - Red**

Housing Revenue Account

- **Net Budget - £0m**
- **Forecast - (0.097m)**
- **Variance - £0.097m - Blue**

The projected overspend in the Service budget is due to the decline in school meal uptake following the increased prices introduced in April. The Service are currently exploring whether the savings can be achieved in other areas to make up for the shortfall identified.

Digital Services

- **Net Budget - £4.992m**
- **Forecast - £4.796m**
- **Variance - £0.196m - 3.9% - Blue**

Savings have been achieved for this year and any un-planned costs are being managed effectively within current resources.

Transformation & Communications

- **Net Budget - £1.784m**
- **Forecast - £1.778m**
- **Variance - £0.006m - 0.3% - Green**

The service continues to remain vigilant. Savings 100% achieved.

Workforce and Organisational Development

- **Net Budget - £1.366m**
- **Forecast - £1.499m**

- **Variance - (£0.133m) - (9.7%) - Red**

Of the £418,000 recurrent revenue savings required for the WOD service in 2019/20, a balance of £226,000 remains at the end of period 6. The service is on track to deliver a further £26,000 recurrent saving before the end of the financial year and one-off savings in 2019-20 which will bring the forecast outturn to an overspend of £133,000.

It should be noted however, that whilst in-year savings will help to part mitigate the pressures in the current year's budget in this way, they will not improve the end of year recurring base budget pressure, which is forecasted to be c£200k which will need to be found in 2019-20.

Legal & Democratic Services

- **Net Budget - £3.159m**
- **Forecast - £3.016m**
- **Variance - £0.143m - 4.5% - Blue**

Finance

- **Net Budget - £19.810m**
- **Forecast - £14.371m**
- **Variance - £5.439m - 27.5% - Blue**

Financial Services

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. The recharge of costs across other services as originally proposed is being challenged as a policy decision and this is currently being reviewed, this gap is being offset currently by other areas of the budget.

Corporate Activities

The forecast for Corporate Activities remains at a £5.4 million underspent by year end. Capital charges are projected to be less than the budget by £2.6, slippage in the Capital programme last year and the receipt of additional grant have reduced the need to borrow and lessened the increase in the Minimum Revenue Provision. This slippage will be required as part of the core budget in 2020/21. The £2m set aside at budget setting to manage the risk inherent in the service budgets remains uncommitted and is reflected in the underspend together with the surplus projected on Council Tax collection.

Transformation

| Transformation Costs 19-20 | Forecast Outturn | Budget | Variance |
|---|------------------|--------------|-------------|
| | £,000 | £,000 | £,000 |
| Transformation Projects to be capitalised | 2,070 | 2,000 | -70 |
| Organisational Transformation | 1,000 | 500 | -500 |
| School Redundancies plus Pension Strain | 650 | 650 | 0 |
| | 3,720 | 3,150 | -570 |

Transformation of council services is critical to reducing the cost of delivering essential services to our residents. Maximising the use of the Welsh Government Directive to support the cost of this transformation is a key element of financial strategy. The table above shows the level of support built into the budget for the current financial year and the position to date. The funding for this is through the ability to utilise receipts through a capitalisation direction. There are sufficient capital receipts forecast in 2019/20 to cover the forecast spend.

Grants / Virements for Approval

My Travel Pass - Powys county council has taken over the administration of the My Travel Pass for Welsh Government. The budget will need to be amended to reflect the payments made to operators of £1.5m and grant income that will be received of £1.5m from Welsh Government. For administering the grant for Welsh Government PCC have been awarded £60K which will be used to Offset Service Pressures.

Passenger Transport Budget - As a result of the retender for passenger transport and reduced fare income the budget has been restated to reflect the budget shortfall. It is requested that £397K is vired to budget reductions to be found.

Home to School Transport - A virement is required to amend contribution from the schools' transport equalisation reserve to £90K. This is to reflect the change in the number of school days within the financial year.

Options Considered/Available

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

Preferred Choice and Reasons

None to consider

Impact Assessment

No impact assessment required

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.

Local Member(s)

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

Other Front Line Services

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

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.

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.

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.

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.

Statutory Officers

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

This month reports a continued improvement to previous months supported by an increase in level of savings delivered and confirmation of the under utilisation of the cost of borrowing budgets.

Assurance continues that further savings can be achieved during this financial year and this ensures the delivery of a balanced budget this year and reduces the need to draw on the revenue reserves. A

change in the level of assurance now being provided by Heads of Service is of concern, any further changes will increase the risk of delivering a balanced budget.

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 is included in the projected position but it has not been allocated to any specific service at this point. Leadership must ensure that Childrens Service considers how it addresses the continued trend of overspends and under delivery of their savings targets.

The potential pressures identified in Adult Social Care are significant and although to date only 37% of these have materialised this still represents a risk to our projected forecast.

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. Discussions continue with the schools issued with formal Warning notices. Further action will be taken where recovery plans are not being developed and implemented.

The Monitoring Officer has no specific concerns with this report.

Members Interest

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

That the recovery plan proposed by the Senior Leadership Team be approved to address the budget shortfall

That the virements proposed are approved.

Reason for Recommendation

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)

Within Policy - Yes

Financial Regulations

Within Budget - N/A

Relevant Local Member

N/A

Person(s) to Implement Decision

Jane Thomas

Decision Implementation Date

Ongoing

Contact Officer

Jane Thomas

01597 8227789

jane.thomas@powys.gov.uk



Capital Forecast as at 30 September 2019

CYNGOR SIR POWYS COUNTY COUNCIL

County Councillor Aled Davies

Portfolio Holder for Finance

Overview

This report presents the forecast outturn on the 2019-20 capital budget as at 30 September 2019.

The revised working budget for the 2019/20 Capital Programme, after accounting for approved virements, is £102.036m (The Original budget was £92.344m). The increase in budget is largely due to virements from the previous years programme 2018/19 that have rolled forward into 2019/20 and additional grant funding.

Summary

Actual and committed expenditure to date amounts to £42.613m representing in total 41.8% of the total budget. The actual spend is £22.625m, with £19.988m the committed figure, the former figure equates to only 22% of actual spend taking place over the first six months of the year.

A Capital Review has been undertaken by Services to identify if any projects should be rolled forward. A report was presented to EMT on 25th September and the budget adjustments from this review are shown later in the report.

Currently it is estimated that 3.4% of our net revenue budget of £255m is supporting the past and present capital spend. It is essential that the investment in our capital programme is affordable over the short, medium and longer term.

Table 1 below summarises the position for each portfolio and service.

Table 1: Capital Table as at 30th September 2019

| Service | Original Budget | Virements Approved | Revised Working Budget 2018/19 as at 30th September 2019 (after virements approved and required) | Actuals & Commitments | Remaining Budget | |
|--|-----------------|--------------------|--|-----------------------|------------------|--------------|
| | £,000 | £,000 | £,000 | £,000 | £,000 | % |
| Childrens & Adults | | | | | | |
| Adult Services | 290 | 1,140 | 1,430 | 767 | 663 | 46.4% |
| Childrens Services | 0 | 919 | 919 | 14 | 905 | 98.5% |
| Education | 44,818 | -14,015 | 30,803 | 11,750 | 19,053 | 61.9% |
| Economy & Environment | | | | | | |
| Highways Transport & Recycling | 15,151 | 3,719 | 18,870 | 9,563 | 9,307 | 49.3% |
| Property, Planning & Public Protection | 2,046 | 4,141 | 6,187 | 3,530 | 2,657 | 42.9% |
| Housing & Community Development | 8,753 | 5,042 | 13,795 | 2,246 | 11,549 | 83.7% |
| Organisational Transformation | | | | | | |
| Digital & Communication Services | 973 | -9 | 964 | 237 | 727 | 75.4% |
| Workforce & OD | 0 | 0 | 0 | 0 | 0 | |
| Legal & Democratic Services | 0 | 22 | 22 | 22 | 0 | 0.0% |
| Finance | 3,650 | -13 | 3,637 | 1,841 | 1,796 | 49.4% |
| Total Capital | 75,681 | 946 | 76,627 | 29,970 | 46,657 | 60.9% |
| Housing Revenue Account | 16,662 | 8,747 | 25,409 | 12,643 | 12,766 | 50.2% |
| TOTAL | 92,343 | 9,693 | 102,036 | 42,613 | 59,423 | 58.2% |

The funding of the capital programme is shown in Table 2 below. It has been revised from the original budget of £92.343m to £102.036m as at 30th September 2019 to reflect actual expenditure incurred and approved virement.

Table 2: Funding of the Capital Budget as at 31st August 2019

| Funding | | | | | | |
|--|---------------------|----------------------|---------------|---------------------------|------------------|----------------|
| Service | Supported Borrowing | Prudential Borrowing | Grants | Revenue Cont's To Capital | Capital Receipts | Total |
| Revised Working Budget 2018/19 as at 30th September 2019 (after virements approved and required) | | | | | | |
| Capital | 13,720 | 33,764 | 22,749 | 2,626 | 3,828 | 76,687 |
| HRA | 0 | 17,433 | 4,085 | 3,831 | 0 | 25,349 |
| Total | 13,720 | 51,197 | 26,834 | 6,457 | 3,828 | 102,036 |

Service Updates

Housing and Community Development

Table 3 shows the work to date delivered on the main Welsh Housing Quality Standard (WHQS) elements completed by 30th September. It sets out the work undertaken on the HRA stock, in terms of replacement programmes, and improvements to properties.

| Welsh Housing Quality Standard Element | No |
|--|-----|
| Heating | 146 |
| Kitchens | 96 |
| Bathrooms | 71 |
| Rewires | 16 |
| Windows | 241 |
| Front and Rear Doors | 241 |
| Roofs | 137 |
| External Wall Insulation | 93 |
| Traditional Rendering | 54 |
| Smoke Alarms | 471 |

Education

Work on the Band A and Band B phases of the 21st Century Schools programme is generally progressing well. Welshpool Church in Wales project, Ysgol Bro Hyddgen and Ysgol Gymraeg y Trallwng projects, are delayed due to the main contractor entering administration, an update for each is summarised below:

Welshpool Church in Wales Primary School – preparations are underway to go to tender for a contractor to complete the construction of this school. The authority will also enter into direct contract with the architectural designers and mechanical and electrical designers in order to provide continuity for the remainder of the scheme.

Ysgol Bro Hyddgen and Ysgol Gymraeg y Trallwng – the next stage is to proceed to tender stage for new contractors to take forward the construction of these two schools.

Much of the spend to date is attributable to Brecon High School. The school opening date has now changed and will open to pupils on 2nd December, four weeks later than planned. It is not anticipated that this will have financial implications for the authority, although the situation will be closely monitored.

The forecast figures also include further design production working towards planning application stages on Calon Cymru, Gwernyfed High School, Brynllwarch and Cedewain projects.

The Major improvement programme has 76 schemes in 2019/20, including schemes carried forward from 2018/19 and additional schemes approved by cabinet on the 30th July 2019. There are 3 schemes to commission, 10 schemes commissioned, 2 schemes on hold, 12 schemes at the design stage, 6 are out to tender, 11 under construction and 32 schemes have been handed over to the end user. Any uncommitted funding within projects will be reallocated back to the programme contingency to cover for emergencies, unforeseeable and legislative requirements and budget fluctuations over the course of the year and to ensure school service continuity.

Highways, Transport and Recycling

Highways (incl. Salt Barn) – £10M budget, spend/committed to date £6M - The highways capital spend is progressing well, with a green RAG status, and Llangammarch Salt Barn is nearing substantial completion. It is expected that remaining allocations will be spent by the end of year.

Structural Maintenance – £1.5M budget, spend/committed to date £1M. It is forecast that the remaining budget will be spent by the end of the year.

Highways Lighting - £100K budget, spend/committed to date £80K. It is forecast the remaining budget will be spent by the end of the year.

Recycling – £2.6M budget, spend/committed to date £200K. Projects have been delayed that have seen reduced spend in 19/20, but works have/will start before the end of the financial year. Any further underspend in capital funding this year will need to be re-profiled accordingly in due course.

Transport (Local Transport Fund (LTF) & Fleet Replacement including Vehicle Technology) – LTF grant £1.4M, spend/committed to date £250K. There have been some delays in Newtown Bridge project from grant approval, land negotiations and design progression; discussions with WG in relation to funding options and progress are on-going. Vehicle Technology project (£295K) is a month behind as a result of late award and data quality / correction.

Flood Alleviation Schemes – Grant £900K, spend/committed to date £560K. Welshpool phase 3 (£130K) will not be progressed this financial year, discussions with WG are on-going to re-profile grant/spend. It is forecast that the remaining budget will be spent.

Active Travel Schemes – Grant £158K. It is forecast that the works will be completed.

| Service | Original Budget | Virements Approved | Revised Working Budget 2018/19 as at 30th September 2019 (after virements approved and required) | Actuals & Commitments | Remaining Budget | |
|--|-----------------|--------------------|--|-----------------------|------------------|--------------|
| | £,000 | £,000 | £,000 | £,000 | £,000 | % |
| Childrens & Adults | | | | | | |
| Adult Services | 290 | 1,140 | 1,430 | 767 | 663 | 46.4% |
| Childrens Services | 0 | 919 | 919 | 14 | 905 | 98.5% |
| Education | 44,818 | -14,015 | 30,803 | 11,750 | 19,053 | 61.9% |
| Economy & Environment | | | | | | |
| Highways Transport & Recycling | 15,151 | 3,719 | 18,870 | 9,563 | 9,307 | 49.3% |
| Property, Planning & Public Protection | 2,046 | 4,141 | 6,187 | 3,530 | 2,657 | 42.9% |
| Housing & Community Development | 8,753 | 5,042 | 13,795 | 2,246 | 11,549 | 83.7% |
| Organisational Transformation | | | | | | |
| Digital & Communication Services | 973 | -9 | 964 | 237 | 727 | 75.4% |
| Legal & Democratic Services | 0 | 22 | 22 | 22 | 0 | 0.0% |
| Finance | 3,650 | -13 | 3,637 | 1,841 | 1,796 | 49.4% |
| Total Capital | 75,681 | 946 | 76,627 | 29,970 | 46,657 | 60.9% |
| Housing Revenue Account | 16,662 | 8,747 | 25,409 | 12,643 | 12,766 | 50.2% |
| TOTAL | 92,343 | 9,693 | 102,036 | 42,613 | 59,423 | 58.2% |

Head of Service Comments

Adult Services

Working Budget £1,430k

Spend to Date £767k

Budget Remaining £663k - 46%

Childrens Services

Working Budget £919k

Spend to Date £14k

Budget Remaining £905k - 99%

Redevelopment of Bannau and Camlas project totals £99K and all works have been identified and partially commissioned. Negotiations are being undertaken in relation to remaining works.

Plans are in place to ensure all monies will be spent by the end of the financial year. The remaining capital monies are WG Flying Start monies and need to be spent by March 2021. Work is currently being undertaken to identify an appropriate location in Brecon Area. 2 potential sites have been identified and work in progressing to assess available options. WG are updated regularly of progress and are aware of the project milestones.

Education

Working Budget £30,803k

Spend to Date £11,750k

Budget Remaining £19,503k - 62%

(See above section)

Highways, Transport and Recycling

Working Budget £18,870k

Spend to Date £9,568k

Budget Remaining £9,307k- 49%

Work in progressing well and any further reprofiling of budgets will be undertaken as the schemes are reviewed.

Property, Planning and Recycling

Working Budget £6,187k

Spend to Date £3,530k

Budget Remaining £2,657k- 43%

Planning, Property and Public Protection are in the process of undertaking a capital spend review. The findings of this review will be reported in quarter 3.

Housing and Community Development

Working Budget £13,795k

Spend to Date £2,246k

Budget Remaining £11,549k- 84%

All projects within the Leisure Capital Programme are planned, progressing or completed. It is expected at this stage in the year that all capital funding allocated to leisure for this year will be spent.

A review of Countryside Services will be carried out in October and the findings will be reported next month.

Digital and Communication Services

Working Budget £964k

Spend to Date £237k

Budget Remaining £727k- 75%

Infrastructure projects are scheduled, and remaining budget has delivery plans in place to deliver on in 2019/20.

Legal Services

Working Budget £22k

Spend to Date £20k

Budget Remaining £0k- 0%

The capital is to be used to update the congress system

Finance

Working Budget £3,637k

Spend to Date £1,841k

Budget Remaining £1,796k- 49%

The capital budget comprises the Transformation Projects funded from the Capitalisation Direction and the Unallocated Capital budgets. The Transformation costs to date of £1.833m, of this £1.324m relates to redundancy costs. The revised forecast for this budget is £3.293m which is more than the approved budget. Further work will review the spend and forecast to ensure only appropriate spend is included, an update next month will consider other funding options to bridge the funding gap.

Reprofiling Budgets across Financial Years

Following approval the proposed amendments to the Financial Regulation on 10th October, all budget journals that do not change the overall funding of the capital programme, and in the main, relate to reprofiling the budget due to new spending plans, will be completed as needed and put into place in readiness for each month end.

Information Technology £1,694,752

| | August Working Budget | Roll Forward | Revised Working Budget | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|-------------------------------------|-----------------------|--------------|------------------------|---------|---------|---------|---------|
| INFORMATION SERVICES | | | | | | | |
| 2007 DESKTOP ICT REFRESH STRATEGY | 797 | -557 | 240 | 150 | 434 | 250 | 370 |
| 2016 IT INFRASTRUCTURE | 433 | -310 | 123 | 145 | | | |
| 2017 SWITCHES / WI-FI | 0 | | 0 | | | | |
| ENTERPRISE MONITORING | 100 | 0 | 100 | | | | |
| CAP - ICT- UNALLOCATED | 486 | -465 | 21 | 250 | 215 | | |
| 2016 FINANCE SYSTEM | 83 | 0 | 83 | | | | |
| 2016 SHARE POINT | 100 | | 100 | | | | |
| 2017 IT SYSTEM RATIONALISATION | 521 | -361 | 160 | 361 | | | |
| 2018 ICT CYBER SECURITY IMPROVEMENT | 116 | 0 | 116 | | | | |
| Total | 2,637 | -1,694 | 944 | 906 | 649 | 250 | 370 |

1 - The Information Technology budget in 2019/20 has been reduced by £1,694,752, in September 2019. The profile for the future years will be included in the Capital Programme.

Highways, Transport and Recycling £2,127,000

| | August Working Budget | Roll Forward | Revised Working Budget | 2020/21 | 2021/22 |
|--|-----------------------|--------------|------------------------|---------|---------|
| EV Charge Points | 200 | -60 | 140 | 60 | |
| Welshpool HWRC | 0 | 50 | 50 | 900 | 50 |
| North Powys Recycling Bulking Facility | 3,005 | -1,503 | 1,503 | 1,400 | 103 |
| Relocation to Cwrt y Plyffin | 1,229 | -615 | 615 | 565 | 50 |
| Total | 4,435 | -2,127 | 2,307 | 2,925 | 203 |

2 - The Highways, Transport and Recycling budget in 2019/20 has been reduced by £2,127,000 in September 2019. The profile for the future years will be included in the Capital Programme.

Grants Received

The following grant has been received since the last report and is included for information.

£100,000 – Highways, Transport and Recycling

The Office for Low Emission Vehicles grant offer is to fund the installation of plug-in vehicle charge points for the use of local residents in areas without off-street parking facilities. This grant is a supplement to the council's budget for EV Charge points of £100,000.

Capital Receipts

There were no capital receipts received in September. The total receipts for the year are now £648,000. This comprises £10,000 vehicle receipts, £585,500 property receipts and £52,500 county farms. The yearend forecast is £6.782m. A property auction is due to take place in the autumn and preparatory work has started.

The yearend forecast is dependent on a number of factors including the properties selling at auction, the transfers of general fund land to the Housing Revenue Account completing within the current financial year, and the completion of other agreed sales under negotiation.

Corporate

Options Considered/Available

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

Preferred Choice and Reasons

None to consider.

Impact Assessment

No impact assessment required

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.

Local Member(s)

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

Other Front Line Services

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

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.

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.

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.

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.

Statutory Officers and Members Interest

Statutory Officers

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

Expenditure on the Capital Programme has slipped considerably in previous financial years, the effective monitoring and re-profiling of schemes is essential to enable us to more accurately project expenditure,

the consequential need to borrow and the impact on the revenue budget. Project Managers and Service leads will be supported to improve financial monitoring and forecasting of expenditure.

The Monitoring Officer has no specific concerns with this report.

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

Recommendation

That the contents of this report are noted.

That Cabinet approves the virements proposed in this report

That all virements over £500k are recommended to Council for approval.

Reason for Recommendation

To report on the Capital Outturn position for the 2019/20 financial year.

To ensure appropriate virements, are carried out to align budgets and financing requirements.

Relevant Policy(ies)

Within Policy - Yes

Financial Regulations

Within Budget - N/A

Relevant Local Member(s)

N/A

Person(s) to Implement Decision

Jane Thomas

Decision Implementation Date

Ongoing

Contact Officer

Jane Thomas

01597 8227789

jane.thomas@powys.gov.uk

This page is intentionally left blank

CYNGOR SIR POWYS COUNTY COUNCIL.

AUDIT COMMITTEE
To be emailedCABINET
5th November 2019REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance

SUBJECT: Treasury Management Qtr 2 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 September 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:

| | Dec 19 | Mar 20 | Jun 20 | Sep 20 | Dec 20 | Mar 21 | Jun 21 | Sep 21 |
|------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Bank rate | 0.75% | 0.75% | 0.75% | 0.75% | 1.00% | 1.00% | 1.00% | 1.00% |
| 5yr PWLB | 1.30% | 1.50% | 1.60% | 1.70% | 1.70% | 1.80% | 1.90% | 2.00% |
| 10yr PWLB | 1.60% | 1.80% | 1.90% | 2.00% | 2.00% | 2.10% | 2.20% | 2.30% |
| 25yr PWLB | 2.30% | 2.40% | 2.50% | 2.60% | 2.70% | 2.70% | 2.80% | 2.90% |
| 50yr PWLB | 2.20% | 2.30% | 2.40% | 2.50% | 2.60% | 2.60% | 2.70% | 2.80% |

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 Sept 2019:-

| Invested with: | Principal £000's | Interest Rate | Start Date | Maturity Date |
|-----------------------|-----------------------------|--------------------------|-----------------------|----------------------|
| BOS | 3,205 | 0.55% | | |
| HSBC | 255 | 0.50% | | |
| Thurrock BC | 5,000 | 0.75% | 30-Sep-19 | 06-Jan-20 |
| Total | 8,460 | | | |

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% |
| 2021/22 | 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 September 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 30.09.19:

| | 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 | 412,422 | 453,234 | 488,563 |

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.

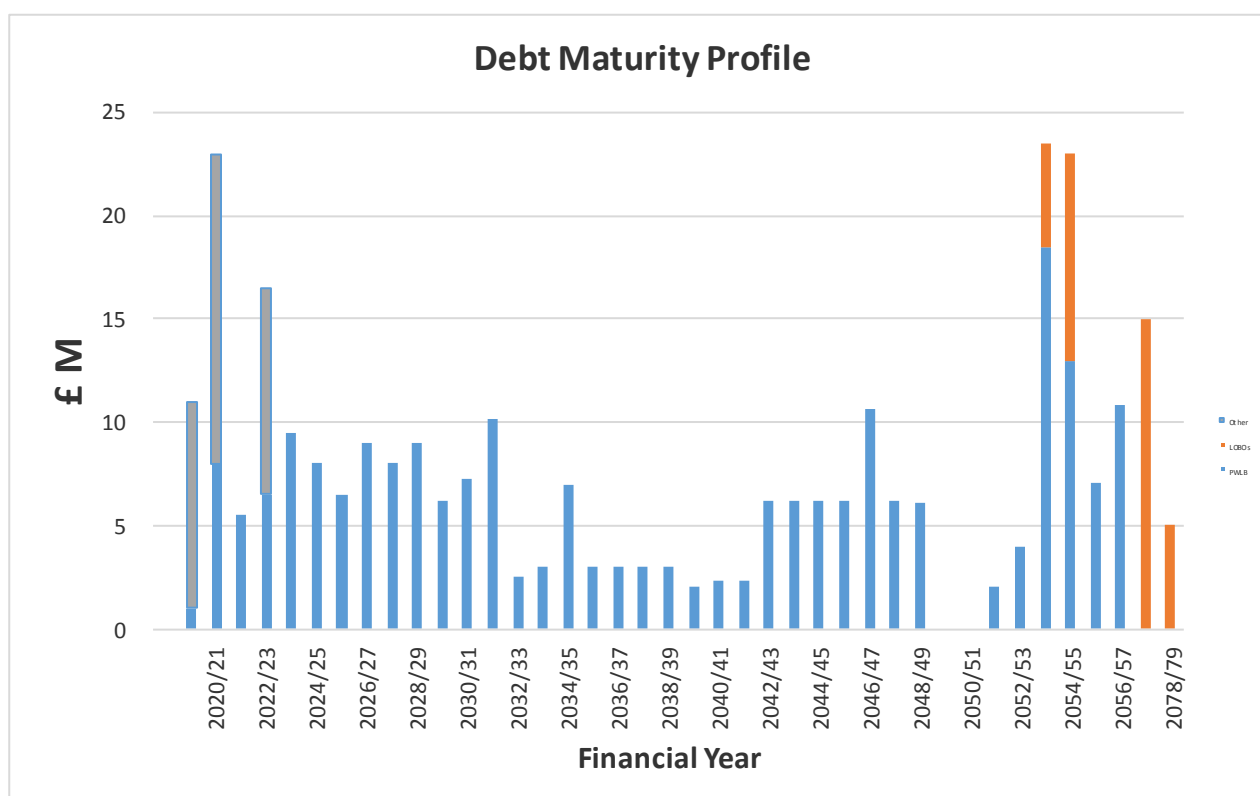
6.4 Capital Budget/Spend per efinancials:

| 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% |
| Qtr 2 end of Sept | | 102,036,287 | 21,973,109 | 21.53% |

The financing of the approved capital budget included £51m of Prudential Borrowing and Supported Borrowing of £13.72m.

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 30.09.19:



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. Prudential Indicators

7.1 All TM Prudential Indicators were complied with in the quarter ending 30th September 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 September 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 showing an improvement compared to previous years due to the introduction of a workflow process for checking debtor invoices implemented as part of the new financial system in April. Further to this, this process is now ensuring correct vat treatment prior to invoices being raised as opposed to after.

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".

Future Status of the Report

Not applicable

| | | | |
|--|--------------|---|------------|
| 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 Moody's 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 Moody's 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 Moody's 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

UK. This first half year has been a time of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on or 31 October, with or without a deal. However, in September, his proroguing of Parliament was overturned by the Supreme Court and Parliament carried a bill to delay Brexit until 31 January 2020 if there is no deal by 31 October. MPs also voted down holding a general election before 31 October, though one is likely before the end of 2019. So far, there has been no majority of MPs for any one option to move forward on enabling Brexit to be implemented. At the time of writing, (first week in October), the whole Brexit situation is highly fluid and could change radically by the day. Given these circumstances and the likelihood of an imminent general election, any interest rate forecasts are subject to material change as the situation evolves. If the UK does soon achieve a deal on Brexit agreed with the EU, including some additional clarification wording on the Irish border backstop, then it is possible that growth could recover relatively quickly. The Monetary Policy Committee (MPC) could then need to address the issue of whether to raise Bank Rate when there is very little slack left in the labour market; this could cause wage inflation to accelerate which would then feed through into general inflation. On the other hand, if there was a no deal Brexit and there was a significant level of disruption to the economy, then growth could weaken even further than currently and the MPC would be likely to cut Bank Rate in order to support growth. However, with Bank Rate still only at 0.75%, it has relatively little room to make a big impact and the MPC would probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in government departments and services annual expenditure budgets and expenditure on infrastructure projects, to boost the economy.

The first half of 2019/20 has seen UK economic growth fall as Brexit uncertainty took a toll. In its Inflation Report of 1 August, the Bank of England was notably downbeat about the outlook for both the UK and major world economies. The MPC meeting of 19 September reemphasised their concern about the downturn in world growth and also expressed concern that the prolonged Brexit uncertainty would contribute to a build-up of spare capacity in the UK economy, especially in the context of a downturn in world growth. This mirrored investor concerns around the world which are now expecting a significant downturn or possibly even a recession in some major developed economies. It was therefore no surprise that the (MPC) has left Bank Rate unchanged at 0.75% throughout 2019 so far, and is expected to hold off on changes until there is some clarity on what is going to happen over Brexit. However, it is also worth noting that the new Prime Minister is making some significant promises on various spending commitments and a relaxation in the austerity programme. This will provide some support to the economy and, conversely, take some pressure off the MPC to cut Bank Rate to support growth.

As for inflation, CPI has been hovering around the Bank of England's target of 2% during 2019 but fell to 1.7% in August. It is likely to remain close to 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily as a result of imported inflation on the back of a weakening pound.

With regard to the labour market, despite the contraction in quarterly GDP growth of -0.2%q/q, (+1.3% y/y), in quarter 2, employment continued to rise, but at only a muted rate of 31,000 in the three months to July after having risen by no less than 115,000 in quarter 2 itself. The latter figure, in particular, suggests that firms are preparing to expand output

and suggests there could be a return to positive growth in quarter 3. Unemployment continued at a 44 year low of 3.8% on the Independent Labour Organisation measure in July. Job vacancies fell for a seventh consecutive month after having previously hit record levels. However, with unemployment continuing to fall, this month by 11,000, employers will still be having difficulty filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation picked up to a high point of 3.9% in June before easing back slightly to 3.8% in July, (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 2.1%. As 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. The latest GDP statistics also included a revision of the savings ratio from 4.1% to 6.4% which provides reassurance that consumers' balance sheets are not over stretched and so will be able to support growth going forward. This would then mean that the MPC will need to consider carefully at what point to take action to raise Bank Rate if there is an agreed Brexit deal, as the recent pick-up in wage costs is consistent with a rise in core services inflation to more than 4% in 2020.

In the political arena, if there is a general election soon, 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 although, conversely, a weak international backdrop could provide further support for low yielding government bonds and gilts.

Appendix C

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 | 224 | 0 | 0.00% |
| Jul-19 | 235 | 1 | 0.43% |
| Aug-19 | 226 | 1 | 0.44% |
| Sep-19 | 177 | 1 | 0.56% |
| Oct-19 | | | |
| Nov-19 | | | |
| Dec-19 | | | |
| Jan-20 | | | |
| Feb-20 | | | |
| Mar-20 | | | |

Income Management Entries

| VAT return for | No of entries checked by formula per the ledger account code used | No of entries needing follow up check (but not necessarily incorrect) | %age of entries needing follow up check |
|----------------|---|---|---|
| Apr-19 | 645 | 17 | 2.64% |
| May-19 | 676 | 4 | 0.59% |
| Jun-19 | 947 | 3 | 0.32% |
| Jul-19 | 974 | 7 | 0.72% |
| Aug-19 | 590 | 12 | 2.035 |
| Sep-19 | 877 | 13 | 1.48% |
| Oct-19 | | | |
| Nov-19 | | | |
| Dec-19 | | | |
| Jan-20 | | | |
| Feb-20 | | | |
| Mar-20 | | | |

Debtor Invoices

| VAT return for | No of Debtor invoices checked | 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 | 72 | 6 | 8.33% |
| Jul-19 | 119 | 23 | 19.33% |
| Aug-19 | 74 | 3 | 4.05% |
| Sep-19 | 89 | 11 | 12.36% |
| 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 | 26 | 15 | 12 | £1,161.13 | 11 | 4.76% | £1,162.23 |
| May-19 | 302 | 25 | 21 | 20 | £1,849.63 | 22 | 7.80% | £1,035.51 |
| Jun-19 | 348 | 23 | 31 | 16 | £1,677.68 | 12 | 3.61% | £730.63 |
| Jul-19 | 279 | 0 | 19 | 11 | £1,331.95 | 9 | 3.36% | £1,856.52 |
| Aug-19 | 132 | 0 | 9 | 4 | £726.08 | 6 | 4.69% | -£35.05 |
| Sep-19 | Work in progress | | | | | | | |
| Oct-19 | | | | | | | | |
| Nov-19 | | | | | | | | |
| Dec-19 | | | | | | | | |
| Jan-20 | | | | | | | | |
| Feb-20 | | | | | | | | |
| Mar-20 | | | | | | | | |

Chargebacks to service areas

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.

Any other VAT errors that come to light as a result of the various checks are also charged to the relevant service areas.

Budget holders are able to see this clearly as chargebacks are coded to account code EX400600 and the activity code used alongside this gives the reason why this chargeback has occurred.

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

| Reason | £ |
|---|------------------|
| Not a tax invoice | 2,562.44 |
| Not a tax invoice – no response from service area | 0 |
| PCC not the named customer | 3,240.24 |
| No VAT registration number on invoice | 142.00 |
| No invoice uploaded to Barclaycard system | 7,582.00 |
| Invoices uploaded do not match the payment | 144.59 |
| No evidence supplied to enable vat recovery | 634.20 |
| Foreign VAT (not recoverable) | 65.64 |
| No VAT amount on invoice in first place | 317.37 |
| Supplier not vat registered | 155.40 |
| Supply not to PCC | 12,012.83 |
| Overaccounting for VAT | 3,431.51 |
| PCC Internal payment | 0 |
| Document spoilt | 0 |
| Pool car adjustment | 776.58 |
| Total | 31,064.80 |

Of the above the £14,305.47 was potentially recoverable.

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

Document is Restricted

This page is intentionally left blank

REPORT TO: POWYS COUNTY COUNCIL CABINET

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

REPORT DATED: SEPTEMBER 2019

1. **Background**

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

This is the fifth report of the Independent Chair and should be read in conjunction with the previous report to avoid repetition. The report of January 2019, is of particular importance as it sets out priorities which remain relevant today.

The Board remit covers Adult Social Care, Children’s Social Care, and all corporate and transformational activity.

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

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

This report will highlight key issues at this point in time.

2. **September Review of the Board**

A planned review of the remit of the Board has recently been undertaken by the Independent Chair and Welsh Government officials, in consultation with the Leader of the Council and the Chief Executive. The outcome of the review is summarised below and is subject to Ministerial approval.

- It was concluded that the Board is an essential element of the governance arrangements established to drive forward the improvement required by the CIW Inspection and the Sean Harriss Review.
- It is recognised that the Board will be required at least until the time at which CIW have re-inspected both Adult and Children’s Social Care.
- The recent inspection of Estyn identified areas for urgent significant improvement in key aspects of Education Services. The remit of the Board covering as it is does all improvement and transformation activity, encompasses oversight of the delivery of these improvements.

The Terms of Reference for the Board have been amended to reflect;

- The explicit integration of the Education improvements

- Changes to independent members including the incorporation of direct education expertise.

The revised Terms of Reference are attached.

This report will now identify key issues in relation to the agreed priorities.

3. Corporate Matters

3.1 Senior Leadership

As previously reported key appointments have been made to the Senior Team both corporately and in Social Care. The Board welcomed the Chief Executives decision to separate Education and Social Services ensuring that a Director of Social Services can concentrate exclusively on driving the improvement required in this vital area.

Following the recent Estyn inspection, the Chief Executive has established interim education leadership within the Authority. In the short term, specialist resources have been secured to help drive forward the improvement agenda. These arrangements allow the Authority to establish its response to the inspection, and its delivery plan for the service, in a manner that will assist in the recruitment of a permanent Education Director in the coming months. Clearly this permanent appointment is both a necessary and a vital step.

As identified in the June report, the new Senior Leadership Team has in place the strategic and policy framework necessary to delivery. The task in the next 6-12months is to drive forward the, known to be required, improvements.

3.2 Vision, Finance and Service Strategy

It is the view of the Board that the delivery of the service level improvements will, in time, deliver the minimum cost option. It is vital that the financial imperatives and service improvements are given equal priority. It remains unlikely that significant financial savings can be delivered in advance of the identified service transformation. The Authority, has quite rightly, identified an outcome based approach to financial planning. This requires a significant culture shift and some very difficult choices. In the imminent budget round, and the medium term financial plan, the timing difference between the need for savings and the service level improvements will have to be managed. Impacts on other service areas during this period are almost inevitable, and are of course a matter of political choice.

3.3 Performance Management

The development of a performance management culture continues and examples of the use of evidence to inform change is increasing.

Progress has been made in terms of Quality Assurance with lead officers identified in both Adult and Children's Services. Impressive work has been undertaken to completely revise the strategic and policy environment for QA. An approach has been identified to ensure learning from this work is embedded within day to day

practice. This work is very encouraging. However, consistently meeting this ambitious agenda is hampered by instability in the workforce, as with other aspects of the improvement work.

3.4 Political Leadership and Scrutiny

It remains the case that senior politicians are actively engaged in both the improvement work generally and the activities of the Board. The Leader chairs an in-house board to oversee the improvement effort directly.

In the last month or so, a clear programme of member development activity has been established and delivery is underway.

The Board supports the Chief Executives commitment to both Member and Scrutiny development. The delivery of safe, high quality social care, in particular, is of course the responsibility of all Elected Members.

3.5 Children's Services

Workforce

Creating a stable, competent and motivated workforce remains the single greatest challenge in the improvement journey. A new structure has been implemented. Significant progress has been made in terms of appointing permanent staff to this structure. However, reliance on agency staff is still at a significant level.

The Authority has recently undertaken a major corporate review on all aspects of its workforce strategy and is using evidence from elsewhere to drive its continuing efforts.

Further progress is required if improvements achieved, and those planned, are to be sustained.

Practice Framework

The Authority has continued to drive the adoption of Signs of Safety as its practice framework. Training continues but is occasionally hampered by workforce instability. Creating the time and space to reflect upon and improve practice is a necessary commitment, again affected by workforce issues. However, the emerging evidence of the impact of this work both on practice and morale is a positive sign.

Top 5 Performance Indicators

It remains the case that these indicators are in the main stable at a higher level than at the time the Board was established. Performance has been impacted by the transition to the new structures. The Director has assured the Board, that in the coming months, post restructuring, further concerted efforts will be made to push performance to best practice levels.

The indicator most impacted by structural change has been the level of supervision. It is vital that this is addressed in the short term given that high quality supervision is a key determinant in relation to high quality practice.

Looked After Children Numbers

Numbers have stabilised in recent months albeit at a higher level than at the time of the inspection. The Authority was praised for its approach to the First Ministers practice review and now needs to implement the plans that it detailed.

Further Children's Services Matters

The June report highlighted three areas where limited progress had been made and upon which progress needed to be made in the short term.

The first issue related to Child Sexual Exploitation. The Authority has identified an interim lead role in taking forward this work on a cross authority and multi agency basis. There remains much to be done, but a clear and comprehensive approach is now underway.

Secondly, the Director has now brought forward evidence of the impact of prevention and early intervention work. This is an area the Board will continue to oversee as it is vital that the direct impact on reducing the pressure on statutory services can be identified and maximised.

Finally, the Authority needed to evidence the extent to which it is recommissioning high cost provision and this evidence is now beginning to feature in reports to the Board.

3.6 Adult Services

The Board continues to be briefed in terms of pressures on domiciliary care. The Authority has now developed an evidence based strategy informed by best practice and evidence from elsewhere. The Board notes this extensive work and will monitor its implementation in the coming months.

The Authority has also worked with the Institute of Public Care to examine policy and practice in relation to hospital discharge into social care. The report is awaited and will inform practice change. Implementation of this plan is key.

Service Transformation

The Director continues to develop the service transformation strategy which seeks to implement new practice models which deliver consistency, quality and focus on safeguarding.

At its November meeting, the Board will be reviewing progress. The extent to which the Authority can use good quality data on client pathways to inform this work will be a key test. As will its ability to deal with the impact of demography, loneliness and isolation. The initial drafts reviewed by the Board have been promising the next stage is to develop detailed delivery plans that are viable and sustainable.

Practice

The commitment to developing a strengths based model is welcomed and will be reflected in the transformation planning. A recent visit by CIW examined the strengths based approach. Initial feedback is reported as positive by the Director. Once the formal letter is received it will be used to inform approach in the short term.

Capacity by Service Area

This continues to be an area underdeveloped within the performance reports. Once the authority has developed the required performance information the Board will be able to examine the necessary action proposed. The Authority is making sound progress on reducing the backlog of reviews, but this remains a major performance challenge.

3.7 Conclusions

The Senior Management Team across corporate and social care has benefited from extensive advice over the last 12 months. Strategies and policies that either did not exist or were inadequate have been revised or created. The improvement task is well defined and the overarching need is now delivering at pace.

The Authority and the Board are agreed that, notwithstanding improvements already made, much remains to be done in the coming months to delivery continuous improvement and ensure that it is sustainable.

This page is intentionally left blank

Powys County Council Support

UPDATED SEPTEMBER 2019

Powys County Council Improvement and Assurance Board

Terms of Reference

1. The Improvement and Assurance Board (the Board) was established in March 2018 to provide challenge and support to Powys County Council (the Council). It should also oversee any formal support being provided to the Council.
2. The Terms of Reference has been updated to reflect the outcome of a proportionate review of the Board, which was undertaken by the independent Chair, the Leader and Chief Executive of the Council and Welsh Government officials in September 2019. Its focus was to consider the Board's remit, future approach and membership.

Purpose and Remit

3. The overall purpose and remit of the Board is to assist the Leader in driving forward the required change and improvement in the local authority.
4. Specifically the Board will:
 - Continue to support and provide assurance to the Director for Social Services in regards to all social services functions, in particular the delivery of the respective Improvement Plans for children and adults.
 - Oversee, monitor and support the progress made by the Council's Education Service in terms of addressing each of the recommendations made by Estyn in their inspection report of September 2019.
 - Advise the Welsh Minister and Welsh Government officials regularly on progress and make, if necessary, recommendations for further support or modification to the existing support package.
5. In addition, the Board will, up to every four months, monitor progress made in relation to the Council's corporate function, in particular transformation and improvement activity.

Membership

6. The members of the Board have been approved by both the Minister and Leader of the Council. The Chair will be independent of the Council.
7. Board will continue to consist of:
 - External independent Chair – Jack Straw
 - Leader of the Council
 - Deputy Leader of the Council (and another Cabinet member)
 - Leader of the opposition (and another opposition representative)
8. With the addition of External members
 - Social Services representative - Phil Hodgson (former sector led support Adviser for the Council)
 - Education representative – to be confirmed

Powys County Council Support

9. Nominees from the Welsh Government, WLGA, CIW, WAO and as Estyn will continue to be entitled to attend all meetings of the Board as observers.
10. Advisers providing specific sector led support to the Council will be expected to attend meetings of the Board to provide an update on progress in relation to their area of support.
11. Relevant Cabinet portfolio holders and respective senior officers will be expected to attend meetings of the Board to provide updates in relation to their area of responsibility.

Reporting

12. The Board should advise the Council's cabinet regularly of their findings and conclusions. This should be done, via report from the Chair, on a quarterly basis with the exception that any developments within the Council which require immediate action will be highlighted as an urgent update. These reports should be copied to the Welsh Ministers.

Status

13. Although advisory in nature, the Board will play a fundamental role in the Council's transformation and improvement.

Meetings

11. The Board should meet on a monthly basis.

**MINUTES OF A MEETING OF THE IMPROVEMENT AND ASSURANCE BOARD
HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS,
POWYS ON WEDNESDAY, 25 SEPTEMBER 2019**

Present

| | | |
|------------------------|-----|--------------------------------------|
| Jack Straw (Chair) | JS | Independent Member |
| Cllr Rosemarie Harris | RH | Executive Leader |
| Cllr Aled Davies | AD | Deputy Leader |
| Cllr James Gibson-Watt | JGW | Leader of the Liberal Democrat Group |

In Attendance – PCC Representatives

| | | | Present for Item: |
|------------------------|-----|---|-------------------|
| Alison Bulman | AB | Director of Social Services | All |
| Alistair Davey | AD | Welsh Government Social Services Division (via phone) | 1-7 |
| Anna Hughes | AH | Strategic Improvement Manager Childrens Services | 10 |
| Caroline Turner | CT | Chief Executive | All |
| Chloe Davies | CD | Principal Social Worker – Care & Support (South), Children’s Services | 10 |
| Cllr James Evans | JaE | Portfolio Holder for Corporate Governance | 2-9 |
| Cllr Myfanwy Alexandra | MA | Portfolio Holder for Adult Services | All |
| Cllr Phyl Davies | PD | Portfolio Holder for Education | All |
| Cllr Rachel Powell | RP | Portfolio Holder for Young People | All |
| Dylan Owen | DO | Head of Commissioning (Children & Adults) | 1-7 |
| Emma Palmer | EP | Head of Transformation & Communications | All |
| Hannah Hope | HH | PA to Senior Leadership Team (secretariat) | All |
| Jan Coles | JC | Head of Childrens Services | All |
| Jane Thomas | JT | Head of Financial Services | 11 |
| Lisa Williams | LW | WAO | 1-9 |
| Ness Young | NY | Corporate Director (Transformation) | All |
| Paul Bradshaw | PB | Head of Workforce & Organisation | 10 |
| Phil Hodgson | PH | WLGA Adviser | All |

Apologies

| | | |
|-----------------------|----|----------------------------|
| Michael Gray | MG | Head of Adult Services |
| Cllr Matthew Dorrance | MD | Leader of the Labour Group |

Chair welcomed Cllr Phyl Davies to his first meeting as Cabinet Member for Education. CT advised the Board of the recent changes in Cabinet. Cllr Hayes has resigned from the Cabinet, and Cllr Myfanwy Alexander is now Cabinet Member for Adult Services.

| |
|---------------------------------------|
| 1. MINUTES OF THE LAST MEETING |
|---------------------------------------|

Minutes of 28th August 2019 were agreed as a true and accurate record of the meeting.

Chair reminded members that the next board meeting is scheduled to take place on Tuesday, 22 October at 10am. Meeting dates for 2020 will be sent out shortly via the

Secretariat. The Chair will meet with the Leader, CEO and Director on 19th December to cover any matters required.

| | |
|-----------|--|
| 2. | RESPONSE TO ACTIONS FROM THE LAST MEETING |
|-----------|--|

Board noted update on actions, which are complete or tabled for future meetings.

Outstanding Action: current performance measures will be emailed to AB within the next few days – **ACTION: AD.**

| | |
|-----------|---------------------------|
| 3. | UPDATES FROM CHAIR |
|-----------|---------------------------|

A planned review of the Improvement & Assurance Board took place last week, which comprised of WG officials, Chair, CEO and Leader. Board will remain in place at least until the next Children's Services and Adult Social Care full inspections, timings of which are unknown. Following the recent Estyn Inspection, agreement made that the education service will come within the remit of this Board, focussed on key aspects from the recent inspection. Membership of the Board for the Council (elected members) will be the same. CT will confirm officer membership in due course. WG are in the process of seeking to identify an independent member with education background, and will consult with the Leader before making that appointment. PH's role will change, currently WLGA adviser, but will become an Independent Member of the Board. The Terms of Reference are being reviewed and will follow. Emphasis of the Board will therefore be Children's Services, Adult Services, Corporate (quarterly updates) and Education. The intention is to hold both boards on the same day, education late morning, lunch break, then social care in the afternoon.

The first Education Board meeting on 22 October will have sight of the Estyn Report and the Council's initial response to this. The November Board's focus will be receive and review what the Council is presenting at the Estyn Improvement Conference on 28 November. Following these two meetings, the Board will be clear on the aspects which it will focus on.

Chair will be submitting his briefing report to the Minister by close of this week, alongside the amended TOR.

CEO would welcome some reflection on the Board at the October meeting, to recognise the journey and changes that have taken place. Consideration of some time set aside at start of October meeting – **ACTION: HH**

| | |
|-----------|------------------------------------|
| 4. | DIRECTORS EXECUTIVE SUMMARY |
|-----------|------------------------------------|

AB welcomed presenting her second Directors Executive Summary report.

Board noted the work being undertaken with Institute of Public Care (IPC), and noted the Council are awaiting the report from this. Board were advised this work was commissioned through the RPB with a recent workshop which was a positive event and attended by PTHB and Partners. **Report to be tabled at a future meeting – ACTION: AB.**

Consideration of whether I&AB Independent Members should meet with RPB colleagues, and further consideration will be given following tomorrow's Workshop which will cover Partnerships – Start Well, Live Well and Age Well.

Consideration of training required for Members to be aware of the options available within communities for care, as well as residential care.

A Healthier Wales event by WG took place yesterday, which AB took part in. A national report will follow, alongside a local report also.

Childrens Services:

The Board were advised of the improvement in statutory visits to LAC and CP, noting whilst significant improvement, there were a number of visits which were 1-2 days outside of timescale which could have improved performance further.

Assessments – 32 still overdue, noting this does not include s47 assessments. AB noted August performance data shows that 72% of s47 assessments have been undertaken.

AB provided assurances on the secure placement. The service continues to meet on a weekly basis with WG and CIW, with weekly briefings also. AD confirmed that assurance.

The Board acknowledged what has been achieved by the service to date, having undertaken a full service restructure it is positive to see how it links with improved positive performance, but also noting there is still work to be done to sustain this and the instability of the workforce will impact on this until it becomes stable.

Discussion on early intervention and help and the links between them, with JC outlining and providing an explanation of the numbers recorded. Noting those that are not requiring statutory services, may be using early prevention, which is balancing out the need and provision.

Signs of Safety: Board noted that staff need a safe place for appreciative reflection/enquiry. JC has put forward the challenge to OMT to define what it is they need, if they need space, what is required – following this, steps can be taken to put this in place. Three Roadshows undertaken this week across the county, with appreciative enquiry undertaken at each event – noting every possibility is being used to talk about SOS.

Supervision: structure in place and the service knows which posts require formal supervision. JC assured the Board that a higher performance will be seen in September's data, noting expectations have been made clear to staff. Quality of supervision is being checked through the correct process. **CT would like to see next month – what do caseloads currently look like on a monthly basis, in comparison to a year ago – ACTION: JC.**

LAC: achieving stability and reduction since Feb 2019. **ACTION: JC to share the recent LAC Reduction Expectations with the Board, together with the presentation made at the Visit.**

Adult Services

The Transformation Plan is due to be tabled at the October board meeting. More engagement required with SMT to take this forward, before engaging with the wider workforce.

Recent CIW Monitoring Visit: verbal update received at the end of the visit, which the Director said, "it was very positive". Formal Monitoring Outcome Letter received on 23 September, which was shared with the Board, and noted this was a balanced report. Noted continued efforts around QA and reflective practice and peer support. Still areas to improve, however the areas identified are already known to the service with work already underway. Jackie Barnett will be lead SMT on transformation for ASC moving forward.

Engagement with staff has been a key area undertaken by the Director and Heads of Service, however disappointed that 1 member of staff interviewed by CWI felt not engaged with.

Outcomes from using a strengths-based approach were discussed, and how these can be used to see what is making a difference. Noted the Transformation Plan while developing will include aspirations and outcomes and this should be captured within this moving forward.

The Board were advised that Adult Services have set a balanced budget over the next 3 years, which is aligned to the service aspirations and will be focussed on better outcomes for service users.

The Board were reminded of the work that is underway regionally regarding Safeguarding and would wish to receive future updates via the Directors Executive Summary. **ACTION: AB to include in future reports. ACTION: HH to circulate Regional Safeguarding Boards Annual Report which has recently been published.**

| | |
|-----------|--|
| 5. | ADULT SERVICES PROGRESS AGAINST CIW RECOMMENDATIONS |
|-----------|--|

Board noted the update tabled.

There remains a challenge within domiciliary care managing the demand and enabling people to live differently. The service is working with Community Catalysts, to look at how people can be supported within local communities. Currently in diagnostic period and will update the Board as this develops. Board noted the service understands the challenge and issues faced and are doing all that is possible to address these.

| | |
|-----------|---|
| 6. | CHILDREN'S SERVICES PROGRESS AGAINST CIW RECOMMENDATIONS |
|-----------|---|

Board noted the update tabled.

Monthly meetings with police colleagues have provided better engagement and communication.

Partnership: audit tool for referrals in place and will be undertaken on a regular basis and reported through to PLOG.

Safeguarding: Transitions Panel established jointly with Adult Services, as there is a need to clearly understand the needs of those young people who will require ongoing support.

Interventions Framework has been out to tender and will now be put into place with better services for children moving forward.

DASH training: consideration of joint training opportunities with police and health, noting current training fully allocated.

Care Leaver Apprenticeships – very positive to see this.

The Board were updated on the rationale for moving the Complaints Team to Children's Services, which was following the disbandment of the Business Services Unit, and which has allowed social care to consider where this team are best placed.

| | |
|-----------|--------------------------|
| 7. | CSE UPDATE REPORT |
|-----------|--------------------------|

Board noted the report tabled and welcomed the update on this matter.

Board were advised of the role of the Corporate Safeguarding Group which is chaired by AB, and representation from across the whole authority and Lead Cabinet Members. **ACTION: report to be tabled at next meeting, following which the flow of work will be agreed.**

ACTION: update to be provided at future Board meeting, to receive assurances of work underway and also that Schools and Governors are included too.

| | |
|-----------|--------------|
| 8. | BREAK |
|-----------|--------------|

10minute break

| | |
|-----------|--|
| 9. | CORPORATE LEADERSHIP AND GOVERNANCE - VERBAL UPDATE |
|-----------|--|

CEO provided verbal update as follows:-

Currently have 2 Head of Service vacancies.

- Education – JS/PS is being updated to reflect level of responsibility. Advertisement of the post will commence from 14 October, with an appointment hopefully made by end of December, and in post by Easter/April.
- Digital & Communications – following advertisement of the post twice, decision made to split the role. EP now responsible for the Communications Team. The management of ICT & Customer Services has recently been advertised internally for 9months to ascertain if this will work, and also provide any internal potential and experience.

Effective interface between members and officers. Some recent changes within Cabinet, with 2 new Members to this Board attending as observers today, and will participate fully in future meetings.

Performance Management: publication of Estyn Report detailed serious recommendations in a number of areas, with significant concerns. Meeting local inspection team tomorrow to present initial post inspection action plan, which have been shared with the Chair of this Board. The detail behind this is now being populated and linking closely with performance management.

Brexit: there remains uncertainty with Brexit, CT assured the Board of the work undertaken by LA to prepare as much as possible. Multi agency arrangements chaired by Leader taking place. Nigel Brinn, Corporate Director leading internal discussions, and also taking part in regional arrangements. Risk Register in place, and the council are clear on the top risks.

Rurality and challenges of Powys: Rural Cost Analysis presentation handed out during the meeting, which NY, EP and JT jointly led on, and was presented by the Leader/Cabinet to WG Ministers last week in Cardiff. **ACTION: electronic copy to be shared with the Board.** Also presented to all Council Members at today's Member Seminar. Chair noted increasingly seeing evidence to support the problem, which is a real strength.

| | |
|------------|---|
| 10. | MEDIUM & LONG TERM APPROACH TO WORKFORCE MATTERS: DEDICATED 1 HOUR SESSION |
|------------|---|

Paul Bradshaw, Anna Hughes and Chloe Davies joined the meeting, and provided a presentation alongside JC.

Consideration of training undertaken via the medium of Welsh as well as English, which may open up funding opportunities for Universities.

Council looking at regional and national requirements of the workforce and tailoring training to this – across all areas of the council.

Consideration of a “rural offer” to be included in future options.

Appreciative enquiry undertaken by JC on CD, and the Board noted that the discussion covered most of the areas which the Board are concerned with.

Chair noted this is the first time the Board has received a comprehensive position on workforce, which is positive. Chair noted the commitment of the council to do everything possible to address workforce matters and have fully permanent staff. Board also noted that the Council's reputation is just as important as pay when attracting staff to posts.

AB noted the services are wanting to make Powys the employer of choice and to support this AB will be undertaking an article in a future Community Care advert.

Board would like to see what decisions are made to take forward the options outlined in the presentation. **ACTION: table at future meeting.**

Chair noted workforce is key and the Board will continue to monitor this.

CT noted reference in Directors Executive Summary of 9 vacancies within Adult Services, and we mustn't overlook this when driving forward recruitment for Children's

Services. AB advised there will be a review of the skills mix in adult social care and look at how this is used to support the requirements of the service.

| |
|--|
| 11. FINANCIAL OVERVIEW AND FORECAST - VERBAL UPDATE |
|--|

August position note as below:

Revenue: improvement in position during August, due to review of capital programme, showing reduced level of need to borrow. Significant underspend in this budget which helps support continuing expenditure in children's service that we are aware of.

Heading for balanced position at year end,

Savings: delivered over half the savings set out by the council - £10m remains, with assurances on delivery of £6.3m to be delivered by year end. Review being undertaken by SLT on outstanding savings with a recovery plan.

Schools: Level of deficit is a concern, compliance work with schools has increased, notices of concern issued in Summer, and some warning notices issued. This week, each Governing Body and Headteacher called in to challenge their recovery plan and have detailed discussions.

Budget Planning for future years:- Announcement of spending review from WG in September, with £6m extra coming into the Welsh budget, but the detail not known. WG noting they will be continuing to prioritise health. Council are continuing with worst case scenario planning, with services tabling how they will address this and further work underway.

Consultation with public due to start early October with a budget simulator, which was shared earlier with full council at the member seminar.

JS and PH would welcome sight of the budget framework briefing on education/schools. ACTION: JT to share document.

| |
|-------------------------------------|
| 12. DATES OF FUTURE MEETINGS |
|-------------------------------------|

22 October 2019 at 10am
27 November 2019 at 1pm

Jack Straw, Chair

This page is intentionally left blank

Delegated Decision List

| | | |
|------------|--|--|
| 3 October | Portfolio Holder for Education and Property | Approved a budget virement in respect of storm and foul drainage works at Welshpool High School. |
| 9 October | Leader | Approved a 6 month extension to the completion date of scheduled works under the lease of Leighton Farm to take the completion date to the 18 February 2023. |
| 11 October | Portfolio Holder for Economic Development, Housing and Regulatory Services | Approved the purchase of 8A, 8B and 8C Blackfriars Court, Brecon. |
| 14 October | Portfolio Holder for Education and Property | Approved the official name of the new school to replace Llanfyllin C.P. School and Llanfyllin High School as Ysgol Llanfyllin. |
| 14 October | Portfolio Holder for Education and Property | Approved the Instrument of Government for Llanidloes Schools Federation. |
| 15 October | Portfolio Holder for Economic Development, Housing and Regulatory Services | Approved budget virements for Sharepoint and cyber security |
| 15 October | Portfolio Holder for Economic Development, Housing and Regulatory Services | Approved the purchase of Glandwr House, Llanidloes. |
| 22 October | Portfolio Holder for Finance, Countryside and Transportation | Determined applications for charitable, hardship and local discretionary rate relief. |
| 23 October | Portfolio Holder for Corporate Governance and Engagement | Approved an amendment of Council policy to allow SSiP Health and Safety accreditation. |
| 25 October | Portfolio Holder for Education and Property | Approved the appointment of school governors: Ms K Jones Leighton CP School, Councillor Linda Corfield Forden CiW School, Councillor D Jones-Poston, Councillor K Lewis, Councillor G Morgan and Mr MW |

| | | |
|--|--|--|
| | | Jones Llanidloes Federation, Councillor D Price Builth Wells CP School, Ms H Brown Ysgol Bro Cynllaith and Mrs W Beaven Montgomery CiW School. |
|--|--|--|

| Cabinet / Deleg Cabinet/EMTD Title | | | Portfolio Holder | Lead | Decision Maker |
|------------------------------------|----------|---|----------------------------------|------------------|------------------|
| 27/11/19 | 12/11/19 | Outcome of the tenants' satisfaction survey | Councillor James Evans | Terry Flynn | Cabinet |
| 27/11/19 | 12/11/19 | Budget Outturn as at 31 October 2019 | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 27/11/19 | 12/11/19 | Council Tax Base | Councillor Aled Wyn Davies | Andrew Griffiths | Cabinet |
| 27/11/19 | 12/11/19 | Capital Programme Update as at 31 October | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 27/11/19 | 12/11/19 | Digital Powys Strategy | Councillor Graham Charles Breeze | Diane Reynolds | Cabinet |
| 29/11/19 | | Ask and Act Policy for the National Training Framework for VAWDASV | Councillor Graham Charles Breeze | Duncan Kerr | Portfolio Holder |
| 29/11/19 | | Moelfre City | Councillor Heulwen Hulme | Alastair Knox | Portfolio Holder |
| 29/11/19 | | Flood Risk Management Plan | Councillor Heulwen Hulme | Alastair Knox | Portfolio Holder |
| 17/12/19 | 03/12/19 | Prosecution enforcement policy | Councillor James Evans | Clive Jones | Cabinet |
| 17/12/19 | 03/12/19 | 2 x Supplementary Planning Guidance | Councillor James Evans | Peter Morris | Cabinet |
| 17/12/19 | | National Development Framework – Welsh Government consultation | Councillor James Evans | Peter Morris | Portfolio Holder |
| 17/12/19 | 03/12/19 | Welsh Public Library Standards report for the year 18/19 | Councillor Rachel Powell | Kay Thomas | Cabinet |
| 17/12/19 | 03/12/19 | Powys Scheme for Financing Schools and Fair Funding Formula Review | Councillor Phyl Davies | Nancy Owen | Cabinet |
| 17/12/19 | 03/12/19 | Merger of Ladywell Green Infants School and Hafren CP Junior School - Objections Report | Councillor Phyl Davies | Marianne Evans | Cabinet |
| 17/12/19 | 03/12/19 | Transfer of properties from general fund to Housing | Councillor Phyl Davies | David Micah | Cabinet |
| 31/12/19 | | Consolidation for Parking | Councillor Heulwen Hulme | Shaun James | Portfolio Holder |
| 31/12/19 | | Consolidation for speed limits | Councillor Heulwen Hulme | Tony Caine | Portfolio Holder |

| | | | | | |
|----------|----------|---|--|----------------|------------------|
| 31/12/19 | | Review of Sixth Form Provision – Expansion of Scope | Councillor Phyl Davies | Marianne Evans | Cabinet |
| 21/01/20 | 07/01/20 | Regional Technical Statement - Minerals | Councillor James Evans | Peter Morris | Cabinet |
| 21/01/20 | 07/01/20 | Y Gaer Business Case | Councillor Rachel Powell | Lucinda Bevan | Cabinet |
| 21/01/20 | 07/01/20 | Budget Outturn as at 30 November | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 21/01/20 | 07/01/20 | Welshpool Church in Wales School - updated business | Councillor Phyl Davies | Betsan Ifan | Cabinet |
| 21/01/20 | 07/01/20 | Corporate Safeguarding Group – 6 month Update | Councillor Myfanwy Catherine Alexander | Alison Bulman | Cabinet |
| 21/01/20 | 07/01/20 | Strategic Review Schools Transformation - Initial Report | Councillor Phyl Davies | Marianne Evans | Cabinet |
| 21/01/20 | 07/01/20 | Capital Programme Update as at 30 November | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 31/01/20 | | Review of landowner grants for installing gates on public paths | Councillor Aled Wyn Davies | Sian Barnes | Portfolio Holder |
| 31/01/20 | | Review of Commons Registration fees and charges | Councillor Aled Wyn Davies | Sian Barnes | Portfolio Holder |
| 11/02/20 | 28/01/20 | HRA Business Plan | Councillor James Evans | Dafydd Evans | 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 | Revised protocol for authorising motorsports events under section 33 of the Road Traffic Act 1988 | Councillor Aled Wyn Davies | Sian Barnes | 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 |
| 11/02/20 | 28/01/20 | Budget 2020-21, Medium Term Financial Strategy and Capital Programme | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 11/02/20 | 28/01/20 | Budget Outturn as at 31 December | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 11/02/20 | 28/01/20 | Capital Programme Update as at 31 December | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 03/03/20 | 18/02/20 | Budget Outturn as at 31 January | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |

| | | | | | |
|----------|----------|---|--|---------------|---------|
| 03/03/20 | 18/02/20 | Capital Programme Update as at 31 January | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 24/03/20 | 10/03/20 | Corporate Asset Policy Review | Councillor Phyl Davies | David Micah | Cabinet |
| 24/03/20 | 10/03/20 | Budget Outturn as at 29 February | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 24/03/20 | 10/03/20 | Capital Programme Update as at 29 February | Councillor Aled Wyn Davies | Jane Thomas | 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 |
| 02/06/20 | 19/05/20 | Budget Outturn as at 31 March 2020 | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 23/06/20 | 09/06/20 | Director of Social Services Annual Report | | Alison Bulman | Cabinet |
| 14/07/20 | 30/06/20 | Corporate Safeguarding Group – 6 month Update | Councillor Myfanwy Catherine Alexander | Alison Bulman | Cabinet |
| 28/07/20 | 14/07/20 | Treasury Management Quarter 1 Report | Councillor Aled Wyn Davies | Ann Owen | Cabinet |
| 15/09/20 | 01/09/20 | Budget Outturn June & July 2020 | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 06/10/20 | 22/09/20 | Budget Outturn as at 31 August 2020 | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 03/11/20 | 20/10/20 | Treasury Management Quarter 2 Report | Councillor Aled Wyn Davies | Ann Owen | Cabinet |
| 03/11/20 | 20/10/20 | Budget Outturn as at 30 September 2020 | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 24/11/20 | 10/11/20 | Budget Outturn as at 31 October 2020 | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |
| 15/12/20 | 01/12/20 | Budget Outturn as at 30 November 2020 | Councillor Aled Wyn Davies | Jane Thomas | Cabinet |

This page is intentionally left blank