

Powys County Council
Development and Partnership Support

rs' Recommendations, Response / Action Plan Tracker

Area e.g., Education, Corporate	Ref	Recommendation/Improvement	Date Received	Responsible Portfolio Holder	Responsible Officer	CIP / SIP Start Date BRAG Status	Work Undertaken	New capabilities embedded. Evaluation against recommendations completed. Action closed.
Finance	P2 P1	Extend its financial monitoring arrangements to include service performance data to ensure that expected service standards are not being compromised at the expense of securing financial savings.	01/08/2015 01/10/2014	Cllr Wynne Jones	Jane Thomas		Developing performance data in conjunction with BI. Currently looking into early development of integrating the data into financial reporting on quarterly basis	
Safeguarding	P3 P1	Ensure appropriate and timely action is taken to manage risks and under performance in relation to safeguarding and ensure elected members are informed of risk management arrangements, and progress in addressing safeguarding risks is included in future scrutiny work.	01/08/2015 01/09/2014	Cllr Graham Brown / Cllr Stephen Hayes	Wyn Richards		Adult and children's scrutiny work groups look at safeguarding as part of their work programme. Members are fully aware of risk with the risk register going before Scrutiny and Cabinet on regular basis	Quarterly updates on children's and adults safeguarding to Cabinet
Scrutiny	P4 P2	Improve the work of the Council's Scrutiny Committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements.	01/08/2015 01/09/2014	Cllr Wynne Jones	Wyn Richards			
Audit	P6 P4	Identify and agree an appropriate internal audit programme of work for safeguarding.	01/08/2015 01/09/2014	Cllr Wynne Jones	Ian Halstead		Safeguarding is considered as part of the annual internal audit risk assessment with a current risk rating of High. This means that the service will be audited every 2 years. Internal Audit reviews have been carried out as part of the work programme 2014/15 and 2016/17 and will be part of the Internal Audit work programme for 2018/19.	Reasonable assurance will be gained that internal control systems are present in the safeguarding system.
CSSIW								
Social Care	CSSIW1	The corporate governance arrangements for social care commissioning need to be clarified and strengthened in order to effectively challenge and test the design, planning and delivery of the demanding work programme that Powys is facing.	01/05/2015	Cllr Stephen Hayes	Amanda Lewis		<ul style="list-style-type: none"> Older People Commissioning Strategy Older People's Accommodation Strategy Learning Disabilities Commissioning Strategy Accountability Framework Created 	<ul style="list-style-type: none"> That current and future adult social care commissioning activity is evidence based, tested, been subject to consultation with stakeholders prior to the commencement of any commissioning processes. That elected members and senior managers / partners are assured of the robustness and integrity of the governance arrangements. That front line staff are engaged understand their role in contribution the delivery of good outcomes for citizens.
Social Care	CSSIW2	The commissioning strategy for older people must be based on a rigorous analysis of need and demand at community level and include local infrastructure and innovative and collaborative solutions. It should also consider models of best practice used elsewhere.	01/05/2015	Cllr Stephen Hayes	Lee Anderson		<ul style="list-style-type: none"> Desktop research of other local authorities commissioning strategies Draft Commissioning Strategy reviewed following engagement with stakeholders. Plain English Campaign commissioned to assess accessibility and clarity of the strategy. Formal Consultation Following recent governance changes awaiting draft Strategy approval by Joint Partnership Board	<ul style="list-style-type: none"> That current and future adult social care commissioning activity is evidence based, tested, been subject to consultation with stakeholders prior to the commencement of any commissioning processes. That elected members and senior managers / partners are assured of the robustness and integrity of the governance arrangements. That front line staff are engaged and committed understand their role in contribution the delivery of good outcomes for citizens. Utilised best practice from other local authorities
Social Care	CSSIW3	The approach to commissioning social care services should make greater use of service user and carer experiences and facilitate a wider conversation with its communities about what future service models might look like.	01/05/2015	Cllr Stephen Hayes	Louise Barry Dylan Owen		<ul style="list-style-type: none"> Service User Engagement Forums Service user questionnaires Engagement with Local Members Community and Town Councils Public Sector Engagement Event 	<ul style="list-style-type: none"> Our Service Users are at the centre of their care. Service User voices are heard and their views help shape services.
Social Care	CSSIW4	Future commissioning and procurement exercises for domiciliary care services should be built on a market development and partnership approach. It must robustly test the tender submissions, the capacity and capability of organisations to manage the transition of services and deliver the service specifications.	01/05/2015	Cllr Stephen Hayes	Lee Anderson		Sustained partnership development between domiciliary care providers, Adult Social Care and Care Forum Wales has led to the establishment of the monthly domiciliary care forum (launched in June 15). This is already realising benefits of developing greater social capital and partnerships between the Council and partners. Care Forum Wales are an active member of this partnership and are working closely with the Council to facilitate its development.	<ul style="list-style-type: none"> Increased capacity in the domiciliary care market to meet service user needs. Future commission exercise fully utilise the Powys County Council commissioning toolkit and gateway review process. Older people are supported to live independently and successfully in the community.
Social Care	CSSIW5	The knowledge and skill base for managers in commissioning and the management of contractual relationships needs to be developed through a range of solutions including training and mentoring opportunities.	01/05/2015	Cllr Stephen Hayes	Louise Barry Dylan Owen		<p>A permanent, well-qualified and experienced Senior Commissioning Manager is in post and has restructured the commissioning service. All team members of the commissioning team have been trained via an Oxford Brookes University accredited course.</p> <p>The Council continues to seek to 'grow our own' commissioners as well qualified and experienced commissioning officers are in short supply throughout the UK and especially in rural Wales. We continue to develop the skills, experience and operational effectiveness of the team in order to improve performance given how vital this arm of the service is in our transformational and modernisation approach.</p> <p>The commercial services team and the ASC commissioning team work together to share knowledge and skill and increase capacity and resilience in a commissioning approach to service delivery.</p>	<ul style="list-style-type: none"> Powys County Council develops a suitably qualified and technically competent commissioning workforce to commission services that increase the independence and safeguards service users.
Social Care	CSSIW6	The Council needs to strengthen its relationships with and oversight of domiciliary care providers operating in Powys, including setting up regular meetings and clear lines of communication with the commissioning managers to address ongoing concerns and queries.	01/05/2015	Cllr Stephen Hayes	Lee Anderson		<p>Following the difficulties in some care providers being able to deliver the quality of service we expect for our citizens, significant improvements have been made to the monitoring processes and oversight of domiciliary care agencies. This includes;</p> <ul style="list-style-type: none"> A robust monitoring system is in place with supervision/ oversight of agencies that is proportionate to the scale of their service delivery, risk and intelligence gathered concerning their operations. On average monitoring visits are conducted monthly and augmented by regular case conferences between providers and care managers to discuss changing client circumstances or challenges in delivering care with the purpose of identifying solutions to the delivery of safe and effective care. <p>Since the CSSIW inspection improve coordination of commissioning advice provider to panels and care managers has been embedded, this includes direct communication between care managers and the sharing of intelligence to promote safe and effective delivery of service and early warning of any decline in service standards.</p>	<ul style="list-style-type: none"> Service users receive a quality, individually tailored service to maximise their independence and meet their assessed needs. The Council's provider performance management systems are utilised to drive up quality standards in commissioned domiciliary care services. A monthly domiciliary care forum has been established

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Social Care	CSSIW7	The Council needs to consider carrying out a review of the grants and service level arrangements to ensure they align with the Powys One Plan and the Integrated Pathway and provide the best value for money.	01/05/2015	Cllr Stephen Hayes	Lee Anderson		<p>The development of an 'early intervention and prevention' model for adults is underway, once complete all adult social care grants and contracts to voluntary and third sector organisations will be reviewed to ensure their strategic fit with the council's approach to early intervention and prevention.</p> <p>Work has been completed over the summer with third sector partners and the local health board to design the strategic model (the 'continuum of need' and the early intervention and prevention model we will translate this into our joint strategic statement of intent.</p> <p>A wider review of grants is scheduled to be completed this year. Given the scale and number of projects currently being progressed this work is being undertaken by Paul Griffiths Strategic Director of Place in line with the 'stronger communities' programme of work. This review will be much wider than grants relating to Social Care, covering all areas of the Council, and will reflect the development of the three year Medium Term Financial Strategy developed by Cabinet and Management Team.</p>	<ul style="list-style-type: none"> Grants awarded providing value for money and are aligned to the Health and Social Care 'continuum of need' and early intervention and prevention strategy. Powys citizens independence is maximised as people are increasingly supported to access universal and accessible services in their local communities. PCC can 'seed corn' innovative approaches to building community resilience Third sector organisations can build sustainable delivery models
Social Care	CSSIW8	The development of the integrated pathway for older people with Powys Teaching Health Board should be clearly defined and articulated to capture the projected demand and therefore capacity required at each stage, including reablement. The future integrated service model must be supported by clear governance arrangements that include financial commitments and management accountability.	01/05/2015	Cllr Stephen Hayes	Jackie Barnett		<p>The model; 'Adult and Social Care Promotion of Independence Continuum of Need' has been developed to provide an overarching approach within which all services will be delivered to ensure we achieve our vision. This model was developed in partnership with Powys Teaching Health Board, PAVO and stakeholders.</p> <p>The framework will empower people to maintain and improve their own health and wellbeing, and build active and supportive networks among people within communities. It will also enable individuals, families and communities to meet a range of challenges which they may experience in their lives, leaving specialist social care services to concentrate on those with higher level support needs.</p>	<p>Success: A 'team around the person' is built which enables services to work together seamlessly at the point they are needed whilst improving the experience for older people. This requires;</p> <ul style="list-style-type: none"> Services working seamlessly together Person centred approach promoting independence, providing maximum choice and options Integrated systems of care/care pathways designed to meet customer needs and available resources Care co-ordination Tell us once
Social Care	CSSIW9	The first contact arrangements via the Powys People Direct should be further developed to ensure it can provide the appropriate level of response, advice, support and information for adult services and therefore reduce the need for an additional duty response at team level.	01/05/2015	Cllr Stephen Hayes	Jen Jeffreys		<p>The CSSIW report highlighted a series of risks around Powys People Direct, (our single point of access).</p> <p>As a service we are aware of the challenges of embedding a new way of working. During the transition arrangements it was a key safeguard that the care management teams provide support to ensure effective skill sharing and knowledge transfer to PPD. The service is currently working to continue to improve the skill levels and confidence of staff within PPD and recruit a permanent workforce/ succession plan for key positions within the service.</p>	<ul style="list-style-type: none"> Increase in the number of customers whose enquiry/needs are met during their first contact with PPD/ Social Services. Reductions in duty calls received by the operational social work teams, while these teams still provide advice and guidance to PPD workers this is also starting to reduce as the team gain confidence and experience of working in a different way.
Social Care	CSSIW10	The new adult safeguarding management structures and reporting mechanisms must be secured and established as a priority, to ensure that the Designated Lead Managers are supported in their responsibilities and there is consistent reporting, decision making and oversight at an appropriately senior level.	01/05/2015	Cllr Stephen Hayes	Sue Morgan		<p>The People Directorate leadership team recognised in the Autumn 2013 that the safeguarding function of the Council would be better served by the delivery of a Joint Children's and Adults 'through age' service which would ultimately be joined by PTHB's safeguarding service. Discussions are ongoing on the funding arrangements for this model of service delivery.</p> <p>The joint (Childrens and Adults) Senior Manager for Safeguarding commenced working in October 2014 and has introduced a new operational structure. Currently, work is underway to align a team of designated lead managers to a central unit in order to improve consistency and timeliness of decision making. Work is underway with PTHB to move to a second stage of integration where Health Board staff and social care employees form a single team.</p> <p>Recruitment is underway in Powys County Council to recruit permanent Social Work staff to the safeguarding unit.</p>	<ul style="list-style-type: none"> That Powys citizens report greater levels of feeling safe following a safeguarding intervention. Vulnerable individuals are safe from abuse and neglect through multi-agency intervention. There is public confidence in the safeguarding process Partners are fully engaged and safeguarding is recognised as everyone's business. Staff are supported through training and CPD to manage the safeguarding of vulnerable people effectively.
Social Care	CSSIW11	The low uptake of carer assessments needs to be further investigated to understand the needs of this group of people and how they can be supported in their role.	01/05/2015	Cllr Stephen Hayes	Louise Barry Dylan Owen		<p>Significant improvements have been made on the number of carers assessments offered to people identified as carers. During quarter one 2015/16 93.3% of carers were offered an assessment (exceeding our target of 90%) which was a significant improvement on last year's performance. Actual update of carer's assessments will continue to be monitored.</p> <p>Powys Carers is commissioned to support carers and provides a range of support services which are augmented by information advice and guidance services and respite provision. Further development support is targeted at the Carers partnership in order for the Council and Health Board to more effectively listen to the voice of the carer. We will continue to further investigate why carers offered an assessment do not take up this offer.</p>	
Social Care	CSSIW12	A workforce strategy which supports the establishment of the integrated pathway for older people should be developed across the wider health and social care workforce including domiciliary care. Opportunities to build workforce capacity such as care apprenticeships should be considered, as well as potential barriers such as housing and transport.	01/05/2015	Cllr Stephen Hayes	Amanda Edwards		<ul style="list-style-type: none"> The Organisational Development and Partnership Support Programme are supporting the delivery of this recommendation. PTHB and PCC recognise that our staff are key to transforming how we provide services to the people of Powys. Organisational Development, HR and Workforce are working together across both organisations to support the creation of the teams working in the community. This work has commenced and continues to be a key priority within the integration plan between PTHB and PCC. <p>An adult services specific Workforce action plan is in place, and this will be superseded by the integrated workforce strategy that is being developed as part of the integration agenda between Powys County council and Powys teaching health board.</p>	

Domiciliary Care

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Domiciliary Care Domiciliary Contract Letting to Alpha Care	R1	The Authority should ensure that the weaknesses and/or deficiencies in the arrangements established to let the current domiciliary care contract are not replicated in any future domiciliary care procurement exercise. These include deficiencies in: - governance and accountability; - the way the contract was structured; - information made available to tenders; and - the way in which tenders were evaluated.	01/01/2016	Clr Stephen Hayes	Amanda Lewis		This work has been undertaken following completion of the earlier CSSW Action Plan. The Local Authority is committed to strong and effective commissioning arrangements, and has worked to ensure that all staff involved in the development of commissioning initiative, contracts, and tender evaluation are appropriately trained and follow corporate protocol. This includes agreement and adherence to clear governance arrangements for both the strategic planning of health and adult social care services under the umbrella of the Regional Partnership Board and the commissioning / tender evaluation requirements that result from this strategic planning. As the Council progresses its journey as a 'commissioning council' we have established the Cabinet led Commissioning and Procurement board in order to ensure oversight of commissioning and procurement activity across the council as a whole.	A suite of Integrated Commissioning Strategies have been developed in partnership with PHB to fully align to the HASCLB programme. These include: • Older People (currently out to consultation). • Learning Disabilities • Carers • Substance Misuse • A draft Integrated Assistive Technology Commissioning Strategy will be presented to the Joint Partnership Board for approval to undertake formal consultation. • A first draft of an Integrated Physical Disability and Sensory Impairment Commissioning Strategy is complete. • Governance arrangements for each strategy and all resulting commissioning activity is clearly detailed within strategies. • Measures are monitored through the Council's Quarterly Business Meeting. • Governance of each strategy is via an appropriate thematic partnership board that report to the HASCLB Programme Board. • Monitoring and scrutiny processes have been enhanced through additional authority being given to the Joint Partnership Board (PCC & PHB) to oversee joint commissioning activity. • A Corporate Gateway process has been agreed to provide effective challenge and management control across commissioning activities. • Projects agreed for implementation via the Gateway process are managed in line with corporate project management processes. PID's overseen by respective thematic boards that report to HASCLB. • ITT Guidance incorporated into the Council's Contract Procedure Rules. • Face to face training provided for evaluator by CST. • IPC presented their review of best practice models, and future proposed domiciliary care commissioning model in January 2016. • A draft domiciliary care strategy and market position statement was presented in March 2016. • Before tenders are evaluated, members of the Commercial Services Team provide face to face or phone training to the identified evaluators for that tender.
Domiciliary Care Domiciliary Contract Letting to Alpha Care	R2	In order to meet the challenges of transforming its service delivery in the light of reduced financial resources and increasing demand, the Authority has adopted a clearly defined commissioning and procurement strategy. We recommend that the Authority consider whether the issues raised in this report have wider relevance for the successful delivery of its commissioning and procurement strategy, and undertake a review of its processes for developing and letting major contracts. Particular attention should be paid to ensuring that the governance arrangements for developing, scrutinising and approving contracting exercises are appropriate and are working in practice.	01/01/2016	Clr Stephen Hayes	David Powell		A suite of integrated commissioning strategies have been developed in partnership between PCC and PHB. The Learning Disabilities, Substance Misuse, and Carers' commissioning Strategies are all agreed, and the Older Peoples, Assistive Technology, and PDSL Strategies are currently being scrutinised by the appropriate governance boards for agreement. The requirement to develop sustained market development to deliver the commissioning intentions within each of these strategies has also led to the establishment of thematic provider / engagement forums. This is already realising benefits of developing greater social capital and partnerships between the Council and partners. Care Forum Wales are an active member of appropriate forums and continue to work closely with the Council to facilitate market development.	• Resourcing plan in development that will identify resource demands for all change capacity over the next three years. • The need for a new commissioning strategy has been identified and resource has been secured to take forward this activity. • Role to oversee the co-ordination of commissioning activity is being recruited to and will maintain the resourcing plan and co-ordinate the activities of the programme office. • Complementary Gateway processes are in place for the Programme Office for major projects run by the Programme Office and for smaller projects managed by Commercial Services/Service areas that require a procurement process • Responsibility for the definition of contracts on a case by case basis established in Contract Procedure Rules. • Training programme content in development in readiness for delivery to relevant staff. The programme will also include refresher training on the financial regulations for contracts to ensure consistency of application. • Progress of major commissioning and procurement projects now being reported to C&P Board • Gateway process introduced with the purpose of ensuring that Professional Services are integral to commissioning and procurement projects. • Scrutiny reviews at the commencement of a project i.e. to seek assurance that the purpose and direction of travel are appropriate for the Council, and latterly following the completion of the project as a review. Will seek to coordinate work programmes between the C&P Board, the Cabinet and Scrutiny committees, as otherwise scrutiny is unlikely to be aware of procurement activities. • Guidance for Officers is being updated to include a section that advised on the approach to be adopted in conducting a lessons learnt review. • The draft audit plan will include a review of major contracting and commissioning exercises to ensure lessons are learnt. • Built in to MTS as a permanent change from 17/18. Permanent funding now in place for existing posts that had previously been funded from Management of Change. Business Intelligence activity is now better aligned with the Council's direction of travel. • Review commissioned February 2016 and draft report delivered 8th April for comment. Draft Action Plan has been created in order to deliver a changed Finance function. • A peer review of Commercial Services has been commissioned from the LGA and will take place in July 2016. This review will assess the capacity of the service to support the transformation agenda. • Commercial Services and the People Directorate will work together to plan the development of capacity to support market development.
Domiciliary Care Domiciliary Contract Letting to Alpha Care	R3	Audit work undertaken previously by the Auditor General in 2010 and 2014 on the Authority's whistleblowing policies identified that 'there was often a lack of an audit trail to support key decisions and events. Some key decisions were not documented and there were instances of key documents or supporting information not being found or not existing'. Similar issues are identified in this report. The review recommended above should also consider the extent to which adequate documentation is produced and retained to support key decisions made when developing and letting tenders.	01/01/2016	Clr Stephen Hayes	David Powell		The WAO report highlighted a series of risks around document management. As a service we are aware of the challenges of maintaining appropriate records and approval of all change initiatives during the ongoing high level of change required across all public services. The service is currently working to identify opportunities to standardise record management processes through greater use of technology and appropriate software packages.	Proposals to implement a modern up to date Finance system that integrates to WCCIS are underway. SharePoint Project underway to improve document storage capability. Business case in Governance cycle Mid-April. Looking to tender in May, with aim to award in July/August 2016. Review existing 'unstructured data' held in personal and shared drives for social care. Analysis tools to be procured via SharePoint Project. Analysis of data to commence May 2016.
ICT								
ICT	R1	By October 2015, develop a revised ICT service performance framework to ensure identification, recording, monitoring and reporting of: • project milestones delivered in the medium term; • ICT-related cashable efficiencies; and • relevant ICT performance operational metrics and targets to agreed service standards.	01/04/2015	Clr Avril York	Andrew Durant		Work has been undertaken to improve the reporting and performance framework within ICT. All SMT manager now provide detailed reports to the head of ICT and RMT.	Monthly Performance Indicators Quarterly KPI's and metrics Progress against ICT objectives Risks, identification and management Financial monitoring and reporting
ICT	R2	By July 2015, ensure that a section 33 memorandum of set of accounts is completed and provided annually for audit.	01/04/2015	Clr Avril York	Andrew Durant			The section 33 memorandum formed part of the end of year accounts which regularly goes before audit committee
ICT	R3	By October 2015, ensure that good practice demonstrated in the management and financial control of the ICT partnership is shared with other current or emerging partnerships. This could be achieved by: • developing formal standards for partnership working; and • developing training and guidance for partnership managers (including financial management, business planning, performance management and risk management).	01/04/2015	Clr Avril York	Andrew Durant			Guidance document was drafted jointly by head of ICT and Professional Lead - Culture and Leadership Development it was considered that the guidance was sufficient with access to advise for head of ICT so no s.33 training programme has been setup.
ICT	R4	Seek additional national funding where available to develop and pilot innovative community health and social care IT solutions. The partners should evaluate these initiatives and, if successful: • deploy these across Powys; and • promote these across Wales where there is a clear benefit.	01/04/2015	Clr Avril York	Andrew Durant			Review of digital Powys was conducted the findings of which led to the programme being closed and effort diverted to WCCIS.
ICT	R5	Ensure that there are clear implementation plans for the new all Wales Community Social Services and Health system. This should include: • identification of overall executive responsibility for leading the project; • allocation of sufficient ICT and Service staff resources to the project; • clear deliverable milestones and plans to prepare, test, and switchover to the new system; and • development of integrated health and social care pathways and processes, which enable the system to support the desired future model of working, rather than the future model of working being dictated/limited by the system.	01/04/2015	Clr Avril York	Andrew Durant		WCCIS is now in full implementation mode with a go live end November 2016. There are project plans, go live plans, regional team structure, regional programme governance, national programme governance, assurance groups. This is a significant programme.	
Financial Resilience								

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Finance	15	Last year we highlighted that the Council needed to be clear about how it would resource its identified corporate priorities (set out in the Statement of Intent and One Powys Plan). Also that it should be clear how it would ensure its corporate and strategic financial plans were sufficiently aligned. The Council acknowledged that its financial planning should begin earlier and the initial work for the 2015-16 budget began in May 2014. Budget planning followed an approach which aimed to provide greater clarity on the budget process and timing for Members than previously.	01/03/2016	Cllr Wynne Jones	David Powell / Jason Lewis			Monthly budget planning group established
Finance	26	There are, however, capacity issues within the Finance Department. Major restructuring has taken place in the last few years and the Finance Department has seen an approximate 20 per cent reduction in its staff numbers, which has affected the capacity of the team. Some vacancies remain but the Council has experienced difficulties in recruiting to all but the junior accountant positions	01/03/2016	Cllr Wynne Jones	Jane Thomas / Jeremy Patterson		Limited progress due to ongoing restructure and appointment of new head of service which will allow us to build in capacity	Strategic Overview Board established
Finance	31	Over previous years, the Council has had a variable track record of delivering its overall budget. Its budget was underspent in both 2011-12 and 2012-13. The budget for 2013-14 was overspent by £0.8 million, which the Council met by utilising its reserves.	01/03/2016	Cllr Wynne Jones	Jason Lewis / Jane Thomas			Budget challenge events run and planned to continue on a quarterly basis Monthly Savings reporting and efficiency tracking on a monthly basis
Finance	38	The Council recognises that further work is needed to optimise its income and deliver the Council's policy of full cost recovery as outlined in the Statement of Intent 2014-17. Cabinet recently approved a new Income Management and Service Cost Recovery Policy, and the Council has set a target of generating an additional £1.5 million of income over future years. The Charges Register is in its infancy and initial targets have been set for additional income generation from 2016-17. The Council's project, initially supported by PwC, to look at income generation/charging and cost recovery has raised the profile of income generation as a Council-wide response to the financial challenge. This project has identified a number of opportunities, some of which have been acted upon by the Council. For example, in relation to highways and cemetery service charges. In November 2015, the Council increased its Cemetery Fees by 65 per cent moving them from the lowest quartile in Wales into the highest quartile. The Council recognises that such an increase in fees will only achieve the targeted saving/cost recovery if demand for its services remains at the current levels, and that demand will need continued monitoring.	01/03/2016	Cllr Wynne Jones	Jason Lewis		Income now incorporated into the budget challenge process this will hold services to account on income commitments in the same way as third party spend reduction and savings	The council is now more able to optimise identified income generation and meet the identified targets than previously.
Finance	41	The Council has actively sought to increase Member involvement in the budget process. It has run a series of budget seminars with Councillors through the year. The seminars were held to explain the updated FRM to members and present the proposed savings drawn up by each service area. The aim was to inform broad proposals for setting the three-year budget, and to receive guidance from members on policy direction so that proposals could be turned into agreed action plans. In its progress report to Audit Committee in November 2015, the FSP recognised that the budget setting process in Powys is evolving. Whilst welcoming the earlier and more detailed involvement of Members, the FSP expressed some concerns that there were still too many elements of "salami" slicing rather than transformational change and that some of the savings proposals may not be deliverable.	01/03/2016	Cllr Wynne Jones	Jason Lewis/ Jane Thomas / David Powell			Monthly savings reporting and efficiency tracking on a monthly basis Three year budget planning process (MTFS)
Finance	42	In the current period of austerity, it is vital for the Council to subject its savings proposals to scrutiny and challenge. It must obtain an objective evaluation of their achievability, and of their potential impact on quality of service and the achievement of corporate priorities.	01/03/2016	Cllr Wynne Jones	Jason Lewis / Wyn Richards / Caroline Evans		Budget and Scrutiny challenge events of saving proposals have been established and will continue ongoing	Finance Scrutiny Panel work programme has been created and will be managed moving forward Saving proposals will now complete impact assessments for each proposal to ensure savings are achievable with minimal impact to service delivery and achievement or corporate priorities
Finance	44	In the majority of cases, the Council expects that savings proposals, and their appropriate scrutiny and challenge can be developed internally. However, the Council recognises that in some cases, it will need additional capacity and expertise to help it reduce its operating costs.	01/03/2016	Cllr Wynne Jones	Jason Lewis/ Jane Thomas			Monthly savings reporting and efficiency tracking on a monthly basis
Finance	46	The FSP, at a recent joint meeting with Cabinet (14 December 2015) presented a report with a number of observations and suggestions to further improve the budget setting process for Cabinet to consider. The work undertaken so far, building upon the support from the external specialists, has enabled some positive benefits to be derived although some arrangements are clearly developing and have yet to be fully embedded.	01/03/2016	Cllr Wynne Jones	Jane Thomas		Budget setting report has been presented to Cabinet and this is helping to shape Cabinet proposals. This contributes to the FSP work programme in addition to the MTFS and other factors underpinning this.	Improved budget setting process and a strengthened approach to financial scrutiny
Finance	47	In circumstances where timescales are compressed, it is particularly important to ensure that risk is effectively managed and proper accountability arrangements are in place. We recently published a report of our Review of the Letting of a Domiciliary Care Contract to Alpha Care Limited. It expresses our view that in its haste to introduce the new domiciliary care service as quickly as possible, the Council compromised the integrity of its established governance arrangements. In consequence, the Council and users of the domiciliary care service were exposed to unnecessary risk.	01/03/2016	Cllr Wynne Jones	David Powell			Action Plan created in response to WAO review of Dom Care - Action plan reported to Audit Committee
Finance	48	To meet the challenge of transforming service delivery with reduced financial resources and increasing demand, the Council has adopted a clearly defined commissioning and procurement strategy. Our report on the letting of the domiciliary care contract recommended that the Council consider whether the issues we have identified have wider relevance for the successful delivery of its commissioning and procurement strategy. It also recommends that the Council undertake a review of its processes for developing and letting major contracts. We emphasise the need to ensure that the governance arrangements for developing, scrutinising and approving contracting exercises are appropriate and are working.	01/03/2016	Cllr Wynne Jones	David Powell			Action Plan created in response to WAO review of Dom Care - Action plan reported to Audit Committee
Safeguarding								
Childrens Safeguarding	P3	Ensure all elected members and staff who come into contact with children on a regular basis receive training on safeguarding and child protection issues and the Council's corporate policy on safeguarding.	01/09/2014	Cllr Graham Brown	Jacqueline Davies			Councillors and elected members now undertake mandatory training in relation to adult and children's safeguarding. This training forms part of the members training programme and plan. A report went to full council on 23rd April 2015