

Priority Improvement Area D – Strategic & Financial Planning
Sponsor – Strategic Director - Resources

Action Number	What do we need to do?	Desired Output / Outcome	Lead Officers – Service / Corporate			Timescale for Completion	High Level Progress (Bullet Points)	Outstanding Items		Evidence Document Submission
			Accountable	Responsible	S/C			Issues	Action to address	
D1	<p>Medium Term Financial Strategy developed clearly aligned to the 2025 Vision.</p> <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Financial Resilience Assessment- Powys County Council 2016 (REF: 15,31,44) Meeting the Financial Challenges Facing Local Government in Wales 2014 (REF:R1,R2,R3) Financial resilience of local authorities in Wales 2015-16 (REF:R1) The financial resilience of councils in Wales (REF:R1,R3,R4,R7) 	Strengthen Financial Planning Arrangements.	Head of Finance	Head of Finance		May 2018	<p>MTFP, MTFS, FRM, Capital programme saving plans and strategies to be reviewed to align with Vision 2025. This action is complete with the relevant documents included and submitted with the budget proposal for 18/19. This will need refreshing due to the financial challenge facing the council from 19/20. Budget proposal recommends the revised financial strategy to be completed by the end of May 18.</p> <p>Report went before council with regard to the audit letter on the 22nd Feb. action plan has been approved</p> <p>First session with cabinet budget workshop and agreed policy decisions to inform the MTFS.</p> <p>Accepted to undertake a piece of work relating to financial resilience assessment to be</p>	<p>The councils current level of spend is unaffordable for the medium to longer term and action needs to be taken at pace to propose the approach to balance the budgets going forward.</p> <p>WAO annual audit letter issues a statutory recommendation to update the MTFS</p>	<p>Management team and cabinet to consider a proposed approach to identify and develop proposals to bridge the financial gap 06/03/2018.</p> <p>Budget approach approved, services targeted with coming forward with savings and opportunities by 27th April. Panel to approve proposals 1st and 2nd of May</p> <p>Proposals template and guidance issued</p> <p>MTFS continues to be developed – outline of chapters have been identified, input being sought from finance scrutiny panel.</p>	

						undertaken and funded by CIPFA supported by WLGA.			
D2	<p>Development of a modern 5 Year Budget Plan for Revenue and Capital.</p> <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Financial Resilience Assessment- Powys County Council 2016 (REF: 15,31,44) Meeting the Financial Challenges Facing Local Government in Wales 2014 (REF:R1,R3) Financial resilience of local authorities in Wales 2015-16 (REF:R1) The financial resilience of councils in Wales (REF:R1,R3,R7) 		Head of Finance		May 2018	<p>5 year budget plan approved by Council (last week – insert date)</p> <p>Starting to develop the next 5 years of the plan. This process is part of the ongoing financial services business as usual processes.</p>			
D3	<p>Clearly defined Financial Framework and timetable.</p> <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Financial Resilience Assessment- Powys County Council 2016 (REF: 41,46) Financial resilience of local authorities in Wales 2015-16 (REF:R1) The financial resilience of councils in Wales (REF:R1,R4) 		Head of Finance		30th November 17	<p>Timetable is in place, finance scrutiny panel building scrutiny, financial planning and budget setting into their work programme. Starting to build 19-20 budget timetable.</p>	Timetable will need to be realigned to recommendation D1		Timetable within evidence folder
D4	<p>Development of Directorate FRM's covering the 5 year cycle (link to grid C- Strengthen Organisational Design).</p>		Finance Business Partners		31st March 2018	<p>Directorate FRM's introduced (not sure if aligned to 5 year cycle). 18-19 plans complete, further development of the</p>			Working documents held by finance

	<p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Financial Resilience Assessment- Powys County Council 2016 (REF: 15,31,44) Meeting the Financial Challenges Facing Local Government in Wales 2014 (REF:R1,R2,R3) Financial resilience of local authorities in Wales 2015-16 (REF:R1,R4) The financial resilience of councils in Wales (REF:R1,R3) Savings planning Financial Resilience 2017 (REF:P1) 					next 4 years is currently being undertaken.		
D5	<p>Forecast the use of reserves over the MTFP period and update the reserve policy accordingly</p> <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Financial Resilience Assessment- Powys County Council 2016 (REF: 15,31,44) The financial resilience of councils in Wales (REF:R3) Savings planning Financial Resilience 2017 (REF:P1) 		Deputy H of FS	Jan 2018	5 year forecast of the use of reserves has been created. A holistic approach to budgeting will continue to ensure the forecast is continually reviewed and maintained.			Budget Papers in evidence folder
D6	<p>Undertake a Risk Assessment of the Financial Plan.</p> <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Financial Resilience Assessment- Powys County Council 2016 (REF: 41,46) The financial resilience of councils in Wales (REF:R7) 		CIPFA / WLGA	January 2018	CIPFA consultant completed and reported risk assessment (evidenced document received)			Budget assessment Report in evidence folder

	<ul style="list-style-type: none"> Meeting the Financial Challenges Facing Local Government in Wales (REF:R6) 							
D7	<p>Service savings targets set for income and cost improvement opportunities can be achieved in planned timescales and are sufficiently well developed for inclusion in the annual budget.</p> <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Savings planning Financial Resilience 2017 (REF:P1) Charging for services and generating income by local authorities 2016 (REF:R5) 		Directors and Heads of Service	December 20 th 2018	<p>Income and cost improvement board is in place but as of yet there have been no savings identified or delivered.</p> <p>Purpose of the board is being reviewed, and the current outstanding target is being considered as part of the overall savings of the council.</p> <p>Management team have agreed that this savings target be amalgamated within the overall Budget approach</p>			
D8	Use of ASC budget review to strengthen future needs of the service.		Head of Finance	31 st March 2018	<p>LD review completed and agreed by service. Recommendations that will facilitate efficiencies and remove silos need to be taken forward by service</p> <p>Physically Disabled report to be completed by end of May 2018</p> <p>First draft of Mental Health report due 27th April 2018.</p> <p>LD recommendations now form part of the</p>	Work has been continuing but delayed due to capacity issues		LD Report in evidence folder

						Adult Improvement Plan, financial savings are being developed following on from this review.			
D9	<p>Actions identified within the Financial Services Improvement Plan:</p> <ul style="list-style-type: none"> • Fill all new senior posts to provide financial resilience • Further training of qualified staff to upskill in commercial and customer focus <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> • Financial Resilience Assessment- Powys County Council 2016 (REF: 26,41,44,46) • Financial resilience of local authorities in Wales 2015-16 (REF:R6) 	Develop a Resilient and Modern Financial Service.		Deputy H of FS	March 2018	<p>Service has appointed to 2 senior posts including a new deputy head of finance, and a finance manager of Place (had two people rescind offers of jobs). Still senior vacancies to fill and maternity cover to plan for.</p> <p>Additional interim support in place for the schools and social care finance manager posts.</p> <p>Further training being undertaken for all business partners who are undertaking the business partner qualification. 4 trainees undertaking professional accountancy courses.</p> <p>Adhoc course being completed dependant on need and demand.</p> <p>Finance Business Partner undertaken by 6 qualified staff – broad ranging course covering integrity, emotional awareness, the role, communications etc</p>			<p>Posts recruited</p> <p>SC – Deputy head RW – Schools finance manger JP – People finance manager MJ – Place finance manager</p> <p>FPB CiPFA training coursework submitted awaiting final assessment</p> <p>ACCA - JC, DH</p> <p>CiPFA trainees – AJ, FH, JS</p>

						<p>Recruitment campaigns currently running and continue to look for viable candidates.</p> <p>Interviews due to be undertaken this week 04/04/2018</p> <p>Linked to D1 FRM assessment.</p> <p>All finance manager posts have now been recruited to with exception of a technical lead post which is now being considered as part of a technical review and likely to be removed as part of savings plan.</p>			
D10	Develop Customer questionnaire to ensure we fully understand the standard of the service and customer satisfaction.			Deputy H of FS	March 31st 2018	<p>Deputy head of finance role has been filled and candidate has commenced they will take this action forward as an initial piece of work.</p> <p>To be undertaken within the next 2 months.</p> <p>CiPFA financial management module currently being undertaken drawing on interviews and questionnaires across the organisation to assess financial management capability and</p>			Report from June

						capacity across the organisation. Report completed early June.			
D11	<p>Training Plan written, needs to be implemented across the council, includes:</p> <ul style="list-style-type: none"> Managing revenue and capital budgets Using the finance system Commercial accounts VAT, income Schools financial management <p>This action contributes towards delivery of regulator recommendations: Financial Resilience Assessment- Powys County Council 2016 (REF: 26)</p>	Improve Financial Skills of Whole Organisation.		Accountants	December 2018	<p>Training plan is drafted, in place and has commenced to meet all the needs identified within the service.</p> <p>Work has begun with Helen Coffey to seek out additional mandatory training courses for budget managers</p> <p>First run through of the finance section of part of mandatory training for budget managers Thursday 27th April</p>			Training plan in evidence folder
D12	<p>Budget Seminars for Wider Council</p> <p>Officers need to equip councillors with the knowledge and skills they need to deliver effective governance and challenge by extending training opportunities and producing high quality management information.</p> <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Good Governance when Determining Significant Service Changes - Powys County Council 2017 (REF:P4) Financial Resilience Assessment- Powys County Council 2016 (REF: 41,46) 			Heads of Service	Jan 2018	<p>Seminar completed in January with 2 further seminars to follow with full council.</p> <p>Induction and training have been completed. Workshops and budget seminars held with members. Current round ends January but will continue periodically moving forward, dates are being included in the forward work programme for Cabinet and full council.</p>			Seminar presentations in evidence folder

	<ul style="list-style-type: none"> The financial resilience of councils in Wales 2014 (REF:R9) Financial resilience of local authorities in Wales 2015-16 (REF:R6) 							
D13	<p>Series of workshops for Cabinet development across all financial area.</p> <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> The financial resilience of councils in Wales 2014 (REF:R9) 		Head of Finance		Jan 2018	This round will end in January but will continue periodically moving forward dates are being included in the forward work programme for cabinet and full council.		Council diary in evidence folder
D14	<p>Develop strategic frameworks for introducing and reviewing charges, linking them firmly with the Medium Term Financial Plan and the Corporate Plan.</p> <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Charging for services and generating income by local authorities 2016 (REF:R1) 	Income Generation.	Head of Finance		Jan 2018	<p>Income policy is now in place.</p> <p>Continued development of pricing and charging strategies which have been signed off by income and cost improvement board.</p>		<p>Fees and charges register and proposed charges for 18/19 included with budget proposals being considered by Council 22nd Feb</p> <p>Evidence in Folder</p>
D15	<p>Review the unit and total costs of providing discretionary services to clearly identify any deficits and, where needed, set targets to improve the current operating position. Budget debate about savings from ceasing these service areas.</p> <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Good Governance when Determining Significant Service Changes - Powys County Council 2017 (REF:P4) 		Deputy H o F		March 2018	Purchased CFO insight through CIPFA which is a benchmarking tool providing information across all service areas and comparison across the UK. This will enable informed decision making with robust data to aid the reduced level of funding being faced by the Council.		Childrens services benchmarking data in evidence folder

	<ul style="list-style-type: none"> Meeting the Financial Challenges Facing Local Government in Wales 2014 (REF:R2) Charging for services and generating income by local authorities 2016 (REF:R2) 					<p>Training has been completed and staff are now using the tool to challenge service delivery and provide benchmarking data to the wider council.</p>		
D16	<p>Improve management of performance, governance and accountability by:</p> <ul style="list-style-type: none"> Regularly reporting any changes to charges to scrutiny committee(s) Improving monitoring to better understand the impact of changes to fees and charges on demand, and the achievement of objectives Benchmarking and comparing performance with others more rigorously Providing elected members with more comprehensive information to facilitate robust decision-making <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Good Governance when Determining Significant Service Changes - Powys County Council 2017 (REF:P4,P6) The financial resilience of councils in Wales (REF:R4) Charging for services and generating income by local authorities 2016 (REF:R7) 		Accountants		Jan 2018	<p>This forms part of the income policy. This will ensure that services comply to the policy with regular review of their charging benchmarks compared to other authorities.</p> <p>The fees and charging register will form part of the budget setting process.</p>		See D15
D17	<p>Improve the forecasting of income from charges through the use of scenario planning and sensitivity analysis.</p>		FBPs		March 2018	<p>This work is reliant on budget holders engaging with finance and a need to</p>		

	<p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Charging for services and generating income by local authorities 2016 (REF:R8) 				<p>Links to fees and charging D14/D16</p>	<p>embed processes within finance and service areas.</p> <p>Limited progress on this, however further development and provision of information which will form part of the monthly budgeting It is starting to be developed. More focus to a commercial aligned mind-set is being adopted with budget holders particularly around HTR transformation project and commercialisation.</p> <p>This work is reliant on budget holders engaging with finance and a need to embed processes within finance and service areas.</p>				
D18	<p>(Removed as duplication with D7) Progress the development of opportunities through the Income and Cost Improvement Board.</p> <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Charging for services and generating income by local authorities 2016 (REF:R5) 			Head of Finance			See D7 (Change request placed on rich log)			
D19	<p>Financial System procured in collaboration with other Welsh Authorities.</p>	New Finance System.		Deputy H of F	December 2018	<p>4 authorities currently on board with a further 4 interested in drawing</p>				

	<p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Meeting the Financial Challenges Facing Local Government in Wales 2014 (REF:R4) 					down the framework afterwards.				
D20	PQQ phase to short list for Lot 1 – 3.			Deputy H of F	November 2018	Awarding of tenders delayed due to ongoing discussions with final bidders.				
D21	Implement new System and train users.			Deputy H of F	December 2018					
D22	Work with BI to provide both financial and activity data for managers.	Improve the provision of financial Information.		Head of Finance	April 2018	Some financial dashboards Linking with activity data to be completed by end of April 2018				
D23	<p>Annual benchmarking information to facilitate challenge through CFO Insights database.</p> <p>This action contributes towards delivery of regulator recommendations:</p> <ul style="list-style-type: none"> Financial resilience of local authorities in Wales 2015-16 (REF:R4) 			FBPs	November 2018	Some initial benchmarking work undertaken to support budget setting process but will be built upon with forward planning process.			Schools example within evidence folder	
D24	New Financial system will provide dashboards and online information.					2019	Dependant on D19			
D25	Training for accountants in report writing and presentations.				Deputy Hof FS	June 2018	<p>Public speaking course completed. Further courses to be undertaken on report writing and presentations Date extended due to other work commitments</p> <p>FPB course picked up report writing and presentations as part of the course therefore further</p>			

							specified training has not been sought.			
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