

**MINUTES OF A MEETING OF THE STRATEGIC OVERVIEW BOARD HELD AT  
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON  
TUESDAY, 21 MARCH 2017**

PRESENT

County Councillor W T Jones (Chair)

County Councillors R G Brown, J H Brunt, K W Curry, M R Harris, S M Hayes,  
D R Jones, W J T Powell and W B Thomas

<b>1. APOLOGIES</b>
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Apologies for absence were received from County Councillors EA Jones, JG Morris and from WJT Powell for the morning. Councillor Curry had to leave at 10 a.m. for another meeting.

<b>2. MINUTES</b>
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The minutes of the last meeting held on 13 December 2016 were agreed as a correct record.

<b>3. CORPORATE IMPROVEMENT PLAN TRACKER</b>
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SOB considered the Corporate Improvement Tracker.

**3.1. Supporting the Community**

The Interim Strategic Director People reported the key findings of the operational model and advised that a Directorate Annual Plan was being developed to provide more clarity over the service's vision, strategic aims and key objectives. There had been a positive response from staff from the Heads of Service down and good backing from support services.

There were still significant financial risks which the service was working to mitigate. The year-end deficit was forecast to be 25% lower than that projected some months earlier but the Strategic Director remained concerned at some of the targets such as the £600k saving on reablement and the income target for Bannau/ Camlas. People Too had been commissioned to help support the transformation of Adult Services within the available budget. The resetting of the Adult Social Care budget to reflect political decisions such as the decision to keep Day Care Centres open was important so Cabinet could see the true budget figures.

SOB asked about clawback of direct payments were there seemed to have been overprovision. The Strategic Director agreed that there should be an annual review of assessments and advised that the Head of Service was looking into this. The Chair of the People Scrutiny Committee said that the whole process needed to be looked at as it was not clear if there was overprovision for clients not on direct payments.

Single Point of Access (Amber): Powys People Direct were reviewing to see if there could be more integration with Health.

Carers (Amber): Issues remained over the timeliness of assessments. The Regional Partnership Board would be focussing on this in the year ahead. Training information for carers should turn green once assessments had been carried out.

Learning Disabilities (Amber): this would be looked at in Quarter 4 and would remain amber until the service was assured it was cost effective

Ensure young people feel positive and supported (Amber): This was expected to turn green in Q4 as a number of young people moved from Children's to Adult Services.

Build a programme of apprenticeships (Amber): the Council paid £600k levy into the government fund and should be looking to retain as much as possible by creating apprenticeships.

Domiciliary Care Service (Amber): this rating reflected the unfunded decision to bring the service back in-house. The service continued to look for lower cost community based services.

Implement Welsh Community Care Information System (Red): had gone to red when implementation had been delayed but would turn green when the system went live on 24 April.

LAC budget (Red): due to the cost of placements.

Mobile working and transformation in Adult Social Care (Amber from Green): due to the delay in launching WCCIS.

Gypsy and Traveller site (Amber): pitches being developed in Brecon and planning permission gained in Welshpool but there was an issue over common land in Machynlleth which was causing a delay.

Flood Alleviation Schemes (Amber): delayed by the statutory consultation process.

Old Persons Dwellings and level access bungalows (Amber): works were continuing to bring accommodation up to a higher standard.

### **3.2. Developing the Economy**

The Strategic Director – Place highlighted the huge investments being made by the UK and Welsh Governments in urban renewal projects and the danger of rural areas like Powys missing out on investment. The Council needed to continue to develop Growing Mid Wales and to be prepared to invest its own capital resources into infrastructure projects.

Improve the supply of affordable and suitable housing (**Amber**): this rating reflected issues outside of the Council's control but was expected to turn green. Members felt that the Council's own affordable housing policies were sometimes a hindrance to development.

Implement the Council's Key Infrastructure Capital Programme (**Amber**): it was acknowledged that the Council needed to improve on how quickly it spent capital.

Review the workshop portfolio (**Amber**): the Council was buying a unit and building new units. Project management needed to be strengthened.

### **3.3. Transforming Learning and Skills.**

To improve standards in all phases and key stages with a particular focus on improving the performance of eFSM learners and performance at higher levels (**Amber**): due to variation in secondary school performance and the performance of pupils eligible for Free School Meals at Key Stage 2 and Key Stage 3.

To improve outcomes at Key Stage 4 (**Amber**): due to variation between schools. Too many secondary schools (6/12) performed below modelled expectations when compared to their designated family of schools. However, 75% of schools performed in standards group 1 or 2 of the National Model of Categorisation, demonstrating an improvement trajectory. Also, the performance of pupils eligible for Free School Meals is amongst the best in Wales and significantly higher than Welsh Government modelled expectations for 2015/16.

To improve the quality of leadership (at all levels) including governors, across our schools with a specific focus on secondary schools (**Amber**): due to too many secondary schools being in statutory Estyn follow up categories. It continued to be very difficult to recruit and retrain head teachers. Governors required more training and support on performance management. In preparation for the 2017-18 year, the governing training programme is being reviewed.

To ensure the quality of advice and support to 3+ settings is consistently of a high quality (**Amber**): due to a need to ensure sufficient capacity for the 2017-18 academic year as a result of an increase in the number of settings due to the raising of admission age to schools.

To improve the emotional, social and mental health of learners (**Amber**): due to increase in exclusion rate since Quarter 2 and processes requiring completion in respect of PRU reconfiguration.

To progress the implementation of the 21<sup>st</sup> Century Capital Programme (**Amber**): due to the need to ensure construction remains within timeframes to ensure receipt of Welsh Government matched funding.

To progress implementation of restructuring secondary education in North Powys following Cabinet decision in respect of Welsh medium education (**Amber**): due to political uncertainty. The Business Case would be considered by Cabinet post Local Government elections.

To realise the efficiencies as identified in the MTFP (**Amber**): due to need to ensure ALN efficiency is permanent.

Deliver school budgets within the schools funding formula and Statement of Intent principles (**Red**): due to risk to the Council's financial position which could only be addressed by restructuring.

SOB asked for a report back on the impact on take-up by charging for Breakfast Clubs.

### **3.4 Services Delivered for Less**

Improve strategic planning and improvement processes (**Amber**): This was an organisational rather than financial issue. Good progress was being made eg Impact Assessments. The budget process was being reviewed.

Remodel the Adult Social Care service (**Red**): The Portfolio Holder for Adult Social Care felt that this should be amber in view of decisions taken in quarter 3.

Remodel the library service (**Green**): the figure for efficiencies to be realised was £125k not £250k.

Meet statutory provision of rights of way and countryside access (**Amber**): no change from position reported at last meeting.

Transfer outdoor recreation and play provision to communities who wish to take on these local services. If not, seek full cost recovery or sell assets (**Amber**): work was ongoing.

Achieve the Welsh Government's recycling targets to reduce the impact on the environment and avoid fines (**Amber**): The service was confident of meeting the Welsh Government target and was currently outperforming the target.

HTR Meeting the targets of the Medium Term Financial Strategy so that we can deliver effectively within available resources (£5.956 million) (**Red**): The Place Directorate budget was projected to balance by year end. The biggest risk was income from the Trunk Road Agency. The service was behind on achieving all of its savings targets, with any not made carrying forward to next year's budget.

Remodel Income and Awards functions (**Amber**): due to a member of staff being on long term sick leave.

Implement effective business intelligence (**Amber**): the importance of the service to effective decision making was recognised.

Oversee income generation and cost improvement opportunities through the establishment of the Income and Cost Improvement Board and supporting challenge events (**Amber**): The Board would report to Cabinet and Management Team and would be responsible for overseeing the action plan, reviewing income against targets set by the Cabinet and promoting income generation. The new Cabinet would need to keep targets under review in case they slipped.

Various income targets arising from the PWC review were red without providing any details which the Strategic Director Resources was asked to circulate.

SOB discussed the enforcement action against flytipping and wanted to see the Council take a more robust stance against flytippers.

<b>RESOLVED</b>	<b>Reason for Decision:</b>
That Strategic Overview Board receive the Corporate Improvement Plan Quarter 3 Tracker.	To ensure effective evaluation of progress in implementing the Council's Corporate Improvement Plan 2016-19, supported by good practice and simple governance.

### 3.5 Position Summary: Service items not covered in the Council's CIP

The Board expressed concern at the high number of amber entries contained within service AIA's. In particular, the Board were concerned that many actions had no end dates and should in fact be red rather than amber. The Chief Executive would raise with Heads of Service meeting and report back.

The Chair asked for an update on the Catering service to be circulated.

## 4. REGULATORY RECOMMENDATIONS TRACKER 2.00 - 2.15 P.M.

The Board considered a tracker of recommendations made by regulators and noted 9 that required further attention.

The Board noted that recommendation that Local authorities should develop Key Performance Indicators to monitor the MTFP needed to be progressed and suggested that this could be something for the Finance Scrutiny Panel to look into.

The Strategic Director – Place would provide a response in relation to the recommendations in respect of the Community Safety Panel.

## 5. CORPORATE RISK REGISTER 2016/17 QUARTER 3 2.30 - 3.00 P.M.

The Board was advised that

- i. Three risks have been deleted as they are considered to no longer pose a significant threat to the Council;
- ii. Two risks have been merged into one single risk as it is felt that the controls identified contribute to the mitigation of both of the risks;
- iii. Two risks have been reduced as they now pose a lesser level of threat to the Council than previously.

The remaining 20 risks remain unchanged for this period.

<b>RESOLVED</b>	<b>Reason for Decision:</b>
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<b>That Strategic Overview Board receive the Risk Register for Quarter 3</b>	<b>To ensure the adequate management of risk, and safeguard the Council as far as is practicable.</b>
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It was agreed to put the Resource Plan on the agenda for the next meeting.

**County Councillor W T Jones (Chair)**