

Document	Document Reference	Area e.g., Education, Corporate	Ref	Recommendation/Improvement	Date Received	Responsible Portfolio Holder	Responsible Officer	CIP / SIP Start Date BRAG Status	Work Undertaken
<b>CSSIW</b>									
CSSIW	WG25949	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		Provider forums are ongoing and well attended by Powys domiciliary care agencies these forums have been, and continue to be used to help develop Powys market requirement. Preparation for the future commissioning of domiciliary care continues to be carefully managed with appropriate market engagement at its heart. This will include exploration of how the DPS will operate in practice and an understanding of its resource requirements. As part of the market development and the strengthening of relationships with providers, a Portfolio Holder Delegated decision report regarding the potential use of a dynamic purchasing System to commission future domiciliary care has been agreed, with the following four recommendations: 1. The Head of Transformation, Adult Services is authorised to undertake a four week market engagement process to further explore the relative merits of implementing a Dynamic Purchasing System for the future commissioning of domiciliary care services across Powys.
CSSIW	WG25949	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		2. The Head of Transformation, Adult Services is requested to present the outcome of the market engagement process and proposals for the future commissioning of domiciliary care services to the Portfolio Holder for Adult Social Care. 3. Implementation of a Dynamic Purchasing System for the future commissioning of domiciliary care services across Powys, if recommended, will require a further report for Portfolio Holder decision, supported by an Impact Assessment. 4. Extension of Dynamic Purchasing to other health and social care services (such as day care services) will be subject to formal approval by the Portfolio Holder.  The use of a Dynamic Purchasing System who promote the direct line of sight of all commissioned providers, underpinning direct, clear lines of communication throughout the domiciliary care supply chain.
CSSIW	WG25949	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	Dominique Jones		We are close to completing a 'Whole System' approach to the design of a community focused prevention and early help model to ensure the service components to be commissioned are agreed across our Regional Partnership Board partners. Countywide mapping and is being developed by Business Intelligence based on the prevention and early help model will ensure targeted resource and services that meet identified gaps and need. Nine Community Connectors (funded through ICF) have been recruited and are operational throughout Powys and are aligned to agreed commissioning localities – these areas also provide a framework for co-ordination, data collection and gap analysis). A Home Support pilot is currently being established along with an evaluation programme designed to look at the impact of responding to and addressing 'what matters' to the individual. Outcomes framework and RBA templates for contracts and grants designed and agreed. Savings plan for Day Time Opportunities underway which will further release resource into prevention and early help budget (when pooled will enable prevention and early help services to be properly commissioned). Management of Change budget secured for commissioning and project support and recruitment process almost complete (2 posts) to support the above.
CSSIW	WG25949	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	Jen Jeffreys		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.  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.  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; • 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  Integrated working continues to progress with Ystradgynlais area having gone live and Brecon undertaking a pilot via the Vanguard methodology. Pathways continue to be embedded/developed. No pathway will be the same across the county and each integrated team will develop a pathway which meets the needs of the area/community within which they are working. The integrated teams are/will be multi-agency (eg Health, Social Care and Third Sector). The team in Ystradgynlais have an integrated manager working across Health and Social Care and work to a single integrated assessment. Section 33 and information sharing protocols in place  Work continues in this regard jointly with the Health Board in terms of the agree a model going forward which will include professional governance and accountability.
CSSIW	WG25949	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		A restructuring of the management of PPD has taken place and agreed. Posts now being evaluated and will be appointed to. this will enable the service to be more robust in terms of management and accountability. Training has taken place in relation to what matter conversations and appropriate triage. Performance and management information being further developed. Guidance has been developed tougher with an appropriate pathway.
CSSIW	WG25949	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	Karen Arthur		All enquires continue to be received by Powys People Direct ( PPD). This includes internal and external referrals. This year has seen a restructure and the Safeguarding Team Manager has recently been promoted to Contact and safeguarding Senior Manager, this has strengthened the decision making for the team whilst offering the consistency of support PPD.  The Act brought significant changes to how enquiries are managed and staff are embracing the challenge at all levels and Powys are working collaboratively its regional partners to ensure consistency in how enquiries are managed and recorded.  The new group is Powys Local Safeguarding Groups Adults and is streamlined to form closer working links with its sister group representing Childrens Services. Moving forward both the PLOG and PLOGA will meet on the same day with a transitional session between meetings to address cross cutting issues. This will mirror the regional arrangements.  The Safeguarding Managers of Adults and Childrens Services are planning members development training in September 2107. The Safeguarding Team continue to strengthen our relationship with Powys Teaching Health to ensure that we have a clear understanding of each other's expertise and this is employed appropriately when managing enquiries.

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CSSIW	WG25949	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	Clr Stephen Hayes	Louise Barry Dylan Owen		<p>A new Carers Support contact is operational via Credu to better identify and support your carers within a school context.</p> <p>Work remains ongoing to identify carers and establish Carers Champions across a range of agencies. Presentations have been made to the North and South GP cluster meetings and details of nominate Carers Champions from GP surgeries are awaited.</p> <p>Carers Week fell in June 2017 and a large number of events were held for carers including awareness raising sessions.</p> <p>The Integrated Community Equipment contract has been varied in order to establish a supply chain for assistive technology for unpaid carers. In quarter 1 there were 82 prescriptions of 120 items of equipment supporting 69 individuals.</p> <p>Our commissioned service, Credu, are continuing to work with and support carers of all age; the following identifies some specific work which has been undertaken in the first quarter:</p> <p>Adult Carers</p> <ul style="list-style-type: none"> <li>- The Assistant Director of Mental Health has been to talk to a group of mental health carers to talk about how mental health services in Powys will operate following the repatriation of services</li> <li>- A focus has been placed on parent carers who have enjoyed a pamper day with discussions ongoing about workshops later in the year and a level of increased support</li> <li>- There have been increased opportunities for adult carers to come together and the "apple a day" sessions which were held in North Powys will be rolled out to Mid and South Powys in Autumn following excellent feedback</li> </ul> <p>Young Carers</p> <ul style="list-style-type: none"> <li>- Credu are currently looking to recruit volunteers to replace the youth service support which is no longer available. However, the short time plan is to recruit casual staff to support the Outreach Workers to run clubs.</li> <li>- 8 young adult carers took part in a day's sailing in the Challenge Wales ocean going 74foot sailing yacht; they reported this to be an amazing adrenaline fuelled experience with them having the opportunity to do more days over the next two years.</li> <li>- 3 young carers had a very positive "Taster Residential". Feedback included that for one young carer it had "cemented their interest as they had been thinking about applying to Bangor in 2018". Another carer reported that she was "really inspired and that her confidence was boosted about applying to university and as a Welsh speaker would have access to additional grants as well as a new year 1 grant as a carer". The third carer is now also considering university as a "real option"</li> </ul>
CSSIW	WG25949	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	Clr Stephen Hayes	Sarah Powell		<ul style="list-style-type: none"> <li>• The Organisational Development and Partnership Support Programme are supporting the delivery of this recommendation.</li> <li>• PtHB and PCC recognise that our staff are key to transforming how we provide services to the people of Powys.</li> <li>• Organisational Development, HR and Workforce are working together across both organisations to support the creation of the teams working in the community.</li> <li>• This work has commenced and continues to be a key priority within the integration plan between PtHB and PCC.</li> </ul> <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> <p>OD plan has been created for adults which will rolled out across social services. Work is ongoing with domiciliary care and the southern area social work team as part of the overall plan development</p> <p>RROOTS programme will look to improve this further and look at workforce plans and improved recruitment of staff and apprentices</p> <p>A Recruitment paper is being created across OD</p> <p>Communications plan being created for recruitment within Adult social care</p> <p>Meeting WG to design a integrated course for the future of social care across the council and PtHB</p>
<b>Domiciliary Care</b>									
Review of the Letting of a Domiciliary Care Contract to Alpha Care Limited	692A2015	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		<ul style="list-style-type: none"> <li>• Role to oversee the co-ordination of commissioning activity has been recruited and work is progressing to maintain and develop the resourcing plan and co-ordinate the activities and development of the programme office.</li> <li>• 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</li> <li>• Responsibility for the definition of contracts on a case by case basis established in Contract Procedure Rules.</li> <li>• Training programme content has been developed and accessible for delivery to relevant staff. The programme will also include refresher training on the financial regulations for contracts to ensure consistency of application.</li> <li>• Progress of major commissioning and procurement projects now being reported to C&amp;P Board</li> <li>• Gateway process introduced with the purpose of ensuring that Professional Services are integral to commissioning and procurement projects.</li> <li>• 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&amp;P Board, the Cabinet and Scrutiny committees, as otherwise scrutiny is unlikely to be aware of procurement activities.</li> <li>• Guidance for Officers is being updated to include a section that advised on the approach to be adopted in conducting a lessons learnt review this will tie into the tools and guidance documentation developed by the Programme Office.</li> <li>• The draft audit plan will include a review of major contracting and commissioning exercises to ensure lessons are learnt.</li> <li>• Built in to MTFS 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.</li> <li>• Resourcing plan in development that will identify resource demands and capacity for all change capacity over the next three years, Development of a resources hub which will meet quarterly to identify and report back on issues and challenges within the resource plan. Terms of reference for the hub are being drafted.</li> <li>• Commissioning, Procurement and Commercialisation strategy has been developed and out for wider consultation on the Public Council website, heads of services and programme managers the consultation closes on the 10th August. Once consultation has been evaluated a delivery plan will be developed to take this work forward.</li> <li>• Work ongoing within the Programme management office to align methodology and toolkits/ templates etc. to the commissioning cycle to enable a consistent approach within the Council when approaching the delivery of projects and programmes.</li> <li>• Strategic Overview Board now in operation with Scrutiny chairs sitting on the board which aims to performance manage and challenge key programme of work.</li> </ul>

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Review of the Letting of a Domiciliary Care Contract to Alpha Care Limited	692A2015	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	Cllr Stephen Hayes	David Powell/ Andrew Durant		<p>The WAO report highlighted a series of risks around document management.</p> <p>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.</p> <p>Proposals to Implement a modern up to date Finance system that integrates to WCCIS continue to progress as part of the wider finance system development</p> <p>SharePoint project - an external supplier has been commissioned to help build the SharePoint capability. The document retention policies, searching capabilities and mandatory tagging of documents work is in the process of investigation and clarification moving into early August. Proof of concept and Basic team sites are in place for IT and once retention policies and mandatory tagging of documents are clarified and enabled IT will be rolling this out to wider Council services.</p> <p>Social care shared and personal drives scan of network drives has been commissioned with aim to be placed on SharePoint. This has been completed for home drives (Z:) and still ongoing with (x:) due to server issues.</p> <p>Servers have since been updated but are undergoing monitoring before this can be progressed. Outcomes of the scan will highlight where issues are to inform next stage of delivery.</p>
<b>ICT</b>									
Section 33 arrangements – ICT Partnership	123A2015	ICT	R5	<p>Ensure that there are clear implementation plans for the new all Wales Community Social Services and Health system. This should include:</p> <ul style="list-style-type: none"> <li>• identification of overall executive responsibility for leading the project;</li> <li>• allocation of sufficient ICT and Service staff resources to the project;</li> <li>• clear deliverable milestones and plans to prepare, test, and switchover to the new system; and</li> <li>• 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.</li> </ul>	01/04/2015	Cllr Martin Weale	Andrew Durant / Ellen Sullivan		<p>WCCIS has now gone live in Powys with the whole of Social Care and a number of service areas in PTHB. Powys Regional Applications team have undertaken work to resolve issues post implementation and improve use of the system. PTHB have planned and undertaken work for wider rollout to District nurses, Women's and Children's Directorate and integrated care teams for the phase 2 rollout. Staff in the Newtown Integrated PTHB and PCC CMHT are using the same referral and allocation process within WCCIS.</p> <p>The server hosting environment has been replaced with higher performing and more resilient infrastructure. 41 servers have been migrated to this new solution.</p> <p>The Exchange email service has been migrated to a newer version (Exchange 2010) and moved onto newer physical servers designed with high availability and DR in mind.</p> <p>Refresh network equipment for sites across Powys has been purchased and a business case is in preparation for the installation and implementation of new configuration standards which will seek to optimise traffic flows across local networks, improve security and segment traffic to minimise network data storms and other sub-optimal issues currently impacting on service performance. Progress against plan is proceeding in accordance with planned timescales at present.</p>
<b>Financial Resilience</b>									
Financial Resilience Assessment	196A2016	Finance	15 31 44	<p>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.</p> <p>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.</p>	01/03/2016	Cllr Aled Davies	Jane Thomas		<p>Medium Term Financial Strategy in place which covers a 3 year period, this coupled with the 3 year Financial Resource Model has improved the medium term planning. This enable the Council to focus and react to the longer term, forecasting the impact of further reductions in funding, pay and price pressures and the development of savings that will be required. The MTFS draws on the statement of Intent, One Powys Plan and other strategies to ensure alignment of the councils priorities and objectives. The new Cabinet have defined their vision and priorities, the Medium Term Financial Plan, FRM, Capital Programme, savings plans and all strategies will be reviewed to ensure that they align with this direction. Savings plans are profiled in order to understand timescales, Resource Plan developed which identifies the support required to deliver projects across the Council. There is opportunity for further improvement and a much stronger alignment of the Councils financial and and corporate planning arrangements, an approach is being progressed to develop a 5 year corporate plan over the term of the Council. The benefits of this approach are:-</p> <ul style="list-style-type: none"> <li>• The political intent and ambition of the newly elected Cabinet is described and provides policy direction for a 5 year period.</li> <li>• The priorities identified in '2025: Powys Transformed' can be fully resourced and aligned with service planning: <ul style="list-style-type: none"> <li>o Improving Health and Care</li> <li>o Creating a Vibrant Economy</li> <li>o Improving Learner Outcomes and Aspiration for All</li> <li>o Enabler 1 - Developing the Workforce</li> <li>o Enabler 2 - Remodelling Council Services</li> </ul> </li> <li>• Key enabling strategies (Workforce, ICT, Property, Finance and Commissioning) can be developed alongside to support these priorities.</li> <li>• Longer term planning will improve option development and lead to better informed decision making and more robust financial outcomes.</li> <li>• Alignment and consistency with all other plans.</li> <li>• Better Governance and Programme Management Discipline.</li> <li>• Improved financial alignment and planning for both revenue and Capital.</li> </ul> <p>A policy on Reserves is in place and this will be supported by the modelling of the use of reserves across the 5 year plan, this will strengthen the consideration of reserves in financial planning both in terms of their use and the levels at which they are held. The development of further savings will be taken by adopting a strategic 'transformational' approach, a series of themes set the framework as follows:-</p> <ul style="list-style-type: none"> <li>Flexible, Remote and Mobile working</li> <li>Improving Collaboration</li> <li>Customer Insight</li> <li>Business Process Improvements</li> <li>Productivity</li> <li>Flexibility</li> <li>Commercialisation</li> </ul> <p>The financial position and projected forecast is reported to Cabinet on a monthly basis, the delivery of savings are monitored and reported within these reports, this includes outstanding savings from previous years as well the current. Heads of service are challenged at budget challenge events during the year to ensure that the delivery of savings and service financial position are within budget or what plans they have to redress the position. The introduction and development of Directorate FRM's will identify cost pressures, their impact and resolution on an ongoing basis and will better inform the overarching corporate financial planning process.</p> <p>Financial monitoring reports presented and discussed at Finance Scrutiny Panel, Panel identified areas for further scrutiny challenge with Portfolio Holders and Heads of Service. Joint working groups from FSP and Directorate scrutiny groups put in place to challenge specific areas of concern, e.g. Joint Audit and People Scrutiny working group.</p>
Financial Resilience Assessment	196A2016	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 Aled Davies	Jane Thomas		<p>Head of Financial Services now in post and interim appointment to the Professional Lead for Finance is providing the capacity to drive the transformation. A review of financial services was carried out in April 2016 an action plan is in place to get the recommendations from the review to develop capacity and training in the skills required to ensure that finance can effectively support all the financial requirements for the council. Financial Services Restructure nearing completion and will be implemented in the Autumn of 2017. Restructure identifies new roles to build capacity at a more senior level, existing staff undertaking professional training to "grow our own" accountants, newly defined roles and skills development programme will improve financial support for services and the wider Council. A stronger recruitment campaign is being developed to attract candidates to the new or other vacancies the restructuring creates. Training and development is ongoing, interviews will take place shortly to select a further 2 trainees to undertake formal accountancy training and a number of staff are participating in formal Finance Business Partner Training accredited by CIPFA. Externally commissioned support is still being procured when required for projects such as the HTR Project, this work is not undertaken in isolation but alongside PCC staff to ensure that they develop the skills required.</p>

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Financial Resilience Assessment	196A2016	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 Aled Davies	Jane Thomas		Resource Plan in place to understand the requirements of delivering the change programme. External expert support commissioned when appropriate, with skills transfer included as part of that commissioning. The Financial Services Improvement Plan identifies the shortfall in skills now required by the Council and this is being addressed with the development of staff through accredited training. Resource Planning is also being reviewed to strengthen its alignment with the Corporate Improvement and the Prioritisation of projects.
Financial Resilience Assessment	196A2016	Finance	41 46	<p>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.</p> <p>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.</p>	01/03/2016	Cllr Aled Davies	Jane Thomas		<p>Finance Induction sessions for new members have been delivered, both for the wider Council and the Cabinet. These will be further supported by Budget Seminars held for all Members. A series of Cabinet budget workshops are in place to improve their knowledge and understanding of the financial position of the Authority and to prepare them for financial planning and decision making around the budget. Benchmarking and other data analysis being provided will provide better information to enable members to challenge and scrutinise. Monthly savings reporting and efficiency tracking on a monthly basis.</p> <p>Three year budget planning process (MTFS) in place.</p> <p>Further developments and budgeting models being investigated. New approach being adopted for the delivery of savings from 2019/20 onwards. The development of further savings will be taken by adopting a strategic 'transformational' approach, a series of themes set the framework as follows:-</p> <ul style="list-style-type: none"> <li>Flexible, Remote and Mobile working</li> <li>Improving Collaboration</li> <li>Customer Insight</li> <li>Business Process Improvements</li> <li>Productivity</li> <li>Flexibility</li> <li>Commercialisation</li> </ul> <p>A review of the budget process undertaken in setting the 2017/18 budget has been completed and reported to Management, it concludes that Council seminars have been an important part of consultation with all members and these are proposed to continue as part of the councils financial planning.</p> <p>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. A budget timetable is in place and the FSP are building in the scrutiny of financial planning and budget setting into their work programme in line with the dates identified. This should lead to and improved budget setting process and a strengthened approach to financial scrutiny.</p>
Financial Resilience Assessment	196A2016	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 Aled Davies	Vince Hanley Lee Anderson		<p>The recommissioning of domiciliary care services is being undertaken in light of and using appropriate governance structures the project is being delivered in line with project management protocols.</p> <p>Officers continue to work with social care scrutiny and presents Cabinet / Portfolio Holder reports for decision where necessary.</p> <p>A Portfolio Holder Delegated Decision report was agreed in July 17 that will enable officers to engage with domiciliary care providers to explore the option of using a Dynamic Purchasing System (DPS) as a key element of future domiciliary care commissioning. In addition to ongoing provider forums, meet the buyer / market engagement events are planned for September 17</p> <p>If there is general support for such a system, and no significant barriers identified with the use of a DPS in the future, officers will move to further its introduction in later 2017.</p> <p>Commissioning team in Domiciliary care are working in close partnership with Commercial services to ensure that any future contracts are done so to minimize risk to the council residence and promote independence. The established Commissioning and Procurement Board take a key role in scrutinising and challenging contracting processes with emphasis on high value and high risk contracts.</p>
Financial Resilience Assessment	196A2016	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 Aled Davies	Vince Hanley Lee Anderson		
<b>Governance - PCC</b>									
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017	Council wide	P1	Reviewing the current remit and role of the Cabinet to enable it to focus on the Councils key priorities and significant service changes	Mar-17	Cllr Aled Davies	Jeremy Patterson Clive Pinney		Member Development is required to focus the new cabinet on their need to focus on key priorities and significant service changes. Discussions have already taken place with Hay for the delivery of such training. The training will also focus on the relationship between Cabinet and scrutiny. Induction processes started. Will need to continuously monitor as we go through the process, to identify any developmental needs.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017						David Powell Clive Pinney		Increased emphasis on the use of delegated decisions instead of cabinet reports for relatively unimportant matters. First report to be presented in July, capturing the previous 12 months to provide a baseline.

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Good Governance when Determining Significant Service Changes - Powys County Council	167A2017	Council wide	P2	Clarifying and strengthening the role of scrutiny committees in considering service change.	Mar-17	Cllr Aled Davies	Chair of Place scrutiny committee Clive Pinney		Increased emphasis on pre-scrutiny beginning to take shape. Engagement with HoS. Review success of this in January 2018.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017						Wyn Richards		Consideration of additional external support for scrutiny committees in complex areas / matters. Initial discussions held with CfPS.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017						Jeremy Patterson Clive Pinney		Member Development is required to focus Scrutiny Members of their role and their relationship with Cabinet. Discussions have already taken place with Hay for the delivery of such training.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017						Wyn Richards		<b>Review the current resources and capabilities supporting scrutiny, democratic services and performance management;</b>  Research into best practice elsewhere. Have made contact with CfPS. Visit to another LA.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017	Council wide	P3	Aligning Cabinet and Scrutiny work programmes to include details of forthcoming service change proposals and making them easily accessible on the Council's website.	Mar-17	Cllr Aled Davies	Clive Pinney Steve Boyd Wyn Richards		The need for at least a Cabinet forward work programme is constantly being re-emphasised by officers and the Leader.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017								Joint Chairs of Scrutiny now meet once a month to consider the cabinet Forward Work programme and to decide the matters that need to be scrutinised. Reviewed for new Council. Will be developed on an ongoing basis.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017								To be published on the public website by the end of August.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017	Council wide	P4	Improving the quality of information and options appraisals provided to Members to enable them to consider the strategic implications of the proposed service changes.	Mar-17	Cllr Aled Davies	Jane Thomas / Mark Evans / Andrew Durant		Improve the quality of the data provided to ensure well-informed business cases and robust options appraisals, by the provision of additional training for Finance Business Partners and relevant BPU and BI staff.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017						Clive Pinney / Sarah Powell		Identify a provider for Data Analysis Training, and arrange training
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017						Clive Pinney / Sarah Powell		Improve Project Management Training – further element required to enable analysis of the data for use in Business Cases.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017						Clive Pinney / Sarah Powell		Identify a provider to deliver training to HoS on Options Appraisals
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017						Clive Pinney / Sarah Powell		Provide training sessions on Options Appraisals
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017						Yvonne Owen-News		Develop clear guidance and Project Management Methodology and Toolkit which is easily accessible on the Intranet. Greater emphasis on the need for information and options appraisals to be written in language that can be more easily understood.  Adoption of Executive Summaries where it is appropriate to do so.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017						Clive Pinney / Sarah Powell		Improve Member understanding at both decision making level and Scrutiny level, to understand and challenge the appraisal methodology and the evidence provided.

Document	Document Reference	Area e.g., Education, Corporate	Ref	Recommendation/Improvement	Date Received	Responsible Portfolio Holder	Responsible Officer	CIP / SIP Start Date BRAG Status	Work Undertaken
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017								Improve the pre-scrutiny of robust option appraisals
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017						David Powell Jane Thomas		F1 Effective savings plans for all MTFS commitments.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017	Council wide	P5	Clarify delegated authorities, particularly for significant service changes so that decisions are transparent and accountability for them is clear.	Mar-17	Cllr Aled Davies	Clive Pinney Debby Jones		<b>A review of the current system of delegation and the recording of decision is being undertaken and thereafter a new / amended regime will be put in place with a view to ensuring greater transparency.</b>
							Clive Pinney		Review of priorities means that this will be delivered later than anticipated. The need to provide a written record of each decision (and the reason for the decision) in matters where there is significant service provision change is being re-emphasised.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017	Council wide	P6	Strengthening arrangements for monitoring the impact of service changes including explicitly setting out at the point of decision what will be monitored, where this will be monitored and who will be responsible for doing so.	Mar-17	Cllr Aled Davies	All HoS		Cabinet report template reviewed and updated. Need to update template again to include review date. Review date tracker to be created.