

Scrutiny and Council Regulators' Recommendations: Response / Action Plan Tracker

Area e.g., Education, Corporate	Ref	Recommendation/Improvement	Document Reference	Date Received	Responsible Portfolio Holder	Responsible Officer	PCP / SIP Start Date BRAG Status	Action Taken (lifted from PCP / SIP monitoring processes)	New capabilities embedded. Evaluation against recommendations completed. Action closed.
WAO National Studies									
Scrutiny									
Scrutiny	R1R2	Ensure that scrutiny members, and specifically scrutiny chairs, receive training and support to fully equip them with the skills required to undertake effective scrutiny.	WAO Study - Scrutiny	01/05/2014	Cllr Wynne Jones	Wyn Richards		Chairs invited to attend INLOGOV training course at Birmingham and 1 Member attended. WLGA training provided to all scrutiny committee members in 2012 at start of new Council. Schools scrutiny - external consultant (ex-Estyn inspector) used to provide guidance and training to the Working Group on understanding performance information and undertaking the scrutiny of schools. There is a continual dialogue between scrutiny officers and Chairs / Members to provide guidance and support on an ongoing basis. There have been 2 new chairs of the People Scrutiny Committee recently, and officers have discussed the role with those new chairs and are providing support at meetings. Induction programme post election 2017 training by WLGA to chairs and scrutiny members.	2 chairs received training by INLOGOV but no longer hold this role. Further training will be arranged for new chairs. The impact is therefore not assessable.
Scrutiny	R1R3	Further develop scrutiny forward work programming to: • provide a clear rationale for topic selection; • be more outcome focused; • ensure that the method of scrutiny is best suited to the topic area and the outcome desired; and • align scrutiny programmes with the council's performance management, self-evaluation and improvement arrangements.	WAO Study - Scrutiny	01/05/2014	Cllr Wynne Jones	Wyn Richards		Pro-forma developed for use by the Joint Chairs and Vice-Chairs Steering Group to assess and score the suitability of topics for inclusion in the scrutiny work programme. Regulator reports are used on a regular basis to drive work programmes especially where improvement monitoring is required. The Joint Chairs has recently re-evaluated the scrutiny work programme as there were too many items in the programme. All items were re-prioritised to reduce the numbers of items which were active. It is the intention for this list to be revisited by the Joint chairs at each meeting to ensure that the work programme is manageable. Scrutiny work programme improvement has been a priority and are now focussing on key pieces of work. The WG corporate assessment recommendations to improve the cabinet work programme which will help improve the scrutiny work programme is being taken forward as a matter of priority and should yield improvements.	Pro-forma has reduced trivial / local matters being scrutinised. The use of regulator reports has helped focus and prioritise workloads when undertaking improvement monitoring. Re-prioritising the work programme has reduced the number of active items.
Scrutiny	R1R4	Ensure that scrutiny draws effectively on the work of audit, inspection and regulation and that its activities are complementary with the work of external review bodies.	WAO Study - Scrutiny	01/05/2014	Cllr Wynne Jones	Wyn Richards		Use of regulator reports to drive work programmes of Working Groups where improvement monitoring is being undertaken. Scrutiny has responded positively to a request by Estyn to undertake the scrutiny of schools. Improvement in inter-action between Audit and Scrutiny Committees required to avoid the duplication of scrutiny work so there is a more holistic view taken of services by one group only. Account is taken of internal and external regulatory reports when undertaking individual scrutiny work. Schools scrutiny - the Council was asked to undertake this by the regulator (Estyn) and scrutiny have worked with an ex-Estyn inspector to establish its schools scrutiny process.	Assisted Council make sure that regulator recommendations are being addressed and that improvements are being made. Services which previously had been "adverse" to scrutiny realise the value of the critical friend role of scrutiny and the assistance it can provide in responding to regulator outcomes.
Scrutiny	R1R5	Ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function's effectiveness; including following up on proposed actions and examining outcomes.	WAO Study - Scrutiny	01/05/2014	Cllr Wynne Jones	Wyn Richards		Continuing discussions amongst scrutiny officers and chairs about committee / working group performance. The Joint Chairs and Vice-Chairs Steering Group is used as a discussion forum and a means to drive improvements / changes in scrutiny. The Council also has a periodic review of committee structures, as well as keeping terms of reference under continual review. The Council has utilised the services of an external adviser (ex Estyn inspector) in establishing schools scrutiny. The Joint Chairs and Vice-Chairs Steering Group has re-prioritised the scrutiny work programme to focus the work of scrutiny. Scrutiny is also moving to preparing more written comments for consideration by the Cabinet to improve the visibility of scrutiny recommendations to the Cabinet. Continual review of processes and adjustment of processes where necessary. There is a current review of committee structures by the Council due to spending cuts. Schools scrutiny - the Council has used the external adviser to check progress in the scrutiny of schools. Outcomes are still an area of weakness especially the responsiveness of the Cabinet to scrutiny recommendations. This was discussed at a recent meeting of the Joint Chairs and Vice-Chairs Steering Group who agreed to discuss any issues / blockages. A deadline for responses by the Cabinet to scrutiny recommendations has been included in the Council's Constitution. Reducing the number of active matters being considered by scrutiny will also assist in focussing scrutiny work.	Review of effectiveness does improve processes, but judgement of effectiveness is currently in its infancy. More effective pre scrutiny and scrutiny prioritising pre scrutiny reports going to management team and cabinet to improve the evaluation and focus on key topics and pieces of work
Scrutiny	R5	Ensure that external review bodies take account of scrutiny work programmes and the outputs of scrutiny activity, where appropriate, in planning and delivering their work.	Good Scrutiny? Good Question! Auditor General for Wales improvement study: Scrutiny in Local Government	29/05/2014	Cllr Wynne Jones	Wyn Richards		The Council approached WAO, CSSIW, Estyn etc. to meet regularly to ensure external review bodies take account of scrutiny work programmes and the outputs of scrutiny activity, where appropriate, in planning and delivering their work. There was little appetite to this request. The Council have undertaken a lot of work to tie in regular risk and CIP vision and elements into the Scrutiny process.	PCC provide reports and updates to auditors along with minutes of meetings when requested to aid inspection when appropriate.
Scrutiny	R1R6	Undertake regular self-evaluation of scrutiny utilising the 'outcomes and characteristics of effective local government overview and scrutiny' developed by the Wales Scrutiny Officers' Network.	WAO Study - Scrutiny	01/05/2014	Cllr Wynne Jones	Wyn Richards		Intention to draft a plan and undertake self evaluation to respond to the national review in Autumn 2018. This will allow time for Purdah, election and post election settlement, member training and appointment of new scrutiny committee members before looking at the self evaluation once the environment is stable.	
Scrutiny	R1R7	Implement scrutiny improvement action plans developed from the Wales Audit Office improvement study.	WAO Study - Scrutiny	01/05/2014	Cllr Wynne Jones	Wyn Richards		Original draft action plan prepared and considered by the Joint Chairs and Vice-Chairs Steering Group. The draft plan was considered to be too demanding in terms of number of objectives to be met within too short a timescale and the Scrutiny Manager was asked to revise it. At the beginning of 2016 the Council was advised of a WAO corporate assessment which would involve scrutiny. As a result the Joint Chairs and Vice-Chairs and officers have been considering proposals including a re-prioritisation of the scrutiny work programme and looking at other processes such as establishing a process to undertake more pre-decision reviews of items prior to their being considered by the cabinet. There is also a drive to improve the way that scrutiny comments are forwarded to the Cabinet to ensure that they are included in cabinet papers and hence in the public domain. Monitor the changes made in 2016 to ensure that the work programme is not too onerous and that the impact of scrutiny is made more apparent.	Unknown as yet as it is too early to assess the impact of recent changes. Superseded by the corporate assessment and focus on the corporate assessment recommendations, committee structure and workloads and work programmes of the committees.

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Scrutiny	R1R8	Adopt Participation Cymru's 10 Principles for Public Engagement in improving the way scrutiny engages with the public and stakeholders.	WAO Study - Scrutiny	01/05/2014	Cllr Wynne Jones	Wyn Richards		Went to joint chairs given approval 17th January Scrutiny will seek in the future to engage with the public and stakeholders using the Participation Cymru's 10 Principles and continually improve this practise.	
Education									
Education	R2R1	Together with partners, map and review expenditure on NEETs services to better understand the resources required to deliver the Framework.	WAO Study - NEETS	01/07/2014	Cllr Arwel Jones	Freddy Greaves/Kirsty Pringle		Responsibility for monitoring and reviewing the range of provision available sits with the youth engagement & progression partnership board. Collaborative working in the Mid & West Wales region has informed the preparation of two ESF bids to support the Youth Engagement & Progression Framework and identified what additional provision & support will be required for young people who are or at risk of becoming NEET or are already NEET. Ongoing consideration of provision including referral routes and avoiding duplication sits within the two main areas of youth engagement work 1) early identification/ school work 2) NEET management.	Mapping Provision, including finance, is a challenging task to keep information up-to-date. The authority is continuing to consider how best to tackle this challenge longer term. Cordis Bright have undertaken an online survey during July 2016 and have provided additional information of the voluntary sector to add to the mapping provision undertaken by the council. An ESF project for NEET work (Cam Nesa) continues to be developed - formal approval hoped for in early 2017.
Education	R2R2	Clarify their strategic approach to reducing the proportion of 19 to 24 year olds who are NEET as well as their approach for 16 to 18 year olds.	WAO Study - NEETS	01/07/2014	Cllr Arwel Jones	Freddy Greaves/Kirsty Pringle		Regular dialogue and meetings with Careers Wales to identify young people who are NEET using the Careers Wales '5 tier model'. Powys has a well established Families First funded 'Team Around the Family / Young Person' model to support young people including those who are NEET. The Youth Service deploys detached youth workers to identify and work with young people age 16-24 who are NEET.	Continue dialogue with Job Centre Plus to improve identification, access and support for 18 - 24 year olds. Successful ESF bid will increase capacity of Youth Service to carry out this role. Systematic, multi agency approach through the YEFP to identify and support young people who are NEET including exploration of local work experience opportunities and apprenticeship placements among partners.
Education	R2R3	Focus on young people with significant or multiple barriers to engaging with education, employment or training rather than those who are more likely to re-engage without significant additional support.	WAO Study - NEETS	01/07/2014	Cllr Arwel Jones	Freddy Greaves/Kirsty Pringle		Powys has a well established Families First funded 'Team Around the Family / Young Person' model to support young people with barriers to learning including using a Common Assessment Framework (CAF). This is integrated in the YEFP.	All young people aged 16-18 with significant barriers to engagement (Tier 2) are referred by Careers Wales to Youth Service for consideration of support. Continuing review with the Team Around the Family management and co-ordinators around meeting the needs of these young people. This includes existing trialling amendments in the work carried out by youth workers and identifying gaps in provision and how to address this.
Education	R2R4	Develop their objectives and targets for reducing the number of young people NEET so that they can be held to account and their work aligns with the Welsh Government's targets and objectives.	WAO Study - NEETS	01/07/2014	Cllr Arwel Jones	Freddy Greaves/Kirsty Pringle		Target that the number of young people who leave statutory education who are NEET remains below 3% is a target / priority in the Powys One Plan. Continue to monitor this and the effectiveness of the YEFP, particularly around the identification and support provided to young people at risk of becoming NEET.	This is a priority in the Powys One Plan. The Transforming Learning and Skills Programme Board, chaired by Portfolio Holder, has overarching responsibility for the Youth Engagement and Progression Framework the NEET targets. As part of the Programme Structure, we have developed targets for each area of work in the YEFP, including NEET Management and the work around prevention.
Education	R2R5	Ensure that elected members and partners fully understand that councils have a clear responsibility for leading and co-ordinating youth services for 16 to 24 year olds.	WAO Study - NEETS	01/07/2014	Cllr Arwel Jones	Freddy Greaves/Kirsty Pringle		Portfolio Holders for Youth Services and Education briefed on progress in this area. Further redesign of Youth Services in Powys will take place in 2017/18 as part of this process we will further reiterate the councils statutory responsibilities in this area to cabinet members and other stakeholders.	Governance for the YEFP is through the Transforming Learning and Skills programme board (chaired by the portfolio holder). Work is being done on alternative reporting mechanisms, such as the Youth Service quarterly performance review that is presented to councillors.
Education	R2R6	Improve the evaluation of the effectiveness and relative value for money of the services and interventions in their area that are intended to reduce the proportion of young people who are NEET.	WAO Study - NEETS	01/07/2014	Cllr Arwel Jones	Freddy Greaves/Kirsty Pringle		All interventions for young people who are supported following the completion of an assessment (CAF) have the intervention measured through the use of a distance travelled tool.	In process, and awaiting feedback on proposed amendments to CAF to better suit needs of older young people, those living independently of family input. Also introduced a form of distance travelled tool for young people only receiving single-agency support (currently Strength and Difficulties Questionnaire). Developing the data collection systems and adding further evaluative measures to look at both soft and hard outcomes. Alignment with the evaluation and reporting carried out for the preventative Youth Intervention work as this provides a detailed quarterly evaluation of performance indicators.
Environmental Health									
Environmental Health	R3R1	Revise the best practice standards to: • align the work of environmental health with national strategic priorities; • identify the wider contribution of environmental health in delivering strategic priorities of the Welsh Government; and • identify the benefit and impact of environmental health services on protecting citizens.	WAO Study - Env Health	01/10/2014	Cllr Tony Thomas	Ken Yorston		Welsh Heads of Environmental Health are reviewing Best Practice Standards	Will improve standards as per recommendations of WHOEG review
Environmental Health	R3R5	Improve strategic planning by: • identifying, collecting and analysing financial, performance and demand/need data on environmental health services; • analysing collected data to inform and understand the relationship between 'cost: benefit: impact' and use this intelligence to underpin decisions on the future of council environmental health services; and • agree how digital information can be used to plan and develop environmental health services in the future.	WAO Study - Env Health	01/10/2014	Cllr Tony Thomas	Ken Yorston		New ICT procurement required by 31/03/2017 - will enable mobile solution	
Early Departures									
Early Departures	R5R1	Public bodies should use business cases to support all individual early departures. Business cases should identify the cost and service delivery implications of the individual leaving and take account of relevant wider workforce planning.	WAO Study - Early Departures	01/02/2015	Cllr Wynne Jones	Jason Lewis		Powys County Council already operates a business case authorisation process as recommended. The revised Management of Change and Redundancy policy specifically requires that for all redundancies (both voluntary and compulsory) a proper business case outlining the cost/benefit to the Council must be retained and held centrally. Although we currently make use of business cases to allow early release, we need to ensure that these business cases identify the cost and service delivery implications of the individual leaving and take account of relevant wider workforce planning. Aside from future financial savings, the business case should note any strain on the pension fund, the costs of any replacement staff to backfill work, a calculation of payback periods and the impact of the loss of skills and experience Action: Services/ HR	
Early Departures	R5R4	Public bodies should ensure where settlement agreements are used, their records clearly identify whether a package includes an enhancement payment and if so, its value and the reason for the enhancement payment.	WAO Study - Early Departures	01/02/2015	Cllr Wynne Jones	Jason Lewis/ Mark McIntyre		The Council does not, as a matter of course, provide enhanced payments in settlement agreements and only occasionally makes use of settlement agreements. Records of all settlement agreements must be held centrally. HR to work with Legal to explore options available.	

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Early Departures	R5R5	Public bodies should give due consideration to the equality impact of all early departure arrangements, in particular where a public body is running a specific scheme covering multiple possible departures.	WAO Study - Early Departures	01/02/2015	Clr Wynne Jones	Jason Lewis/ Mark McIntyre		The Council has not had an early departure scheme (such as the Voluntary Severance Scheme) since the survey was conducted but will give due consideration to conducting an equality impact assessment of any future schemes. The council must also work to ensure that employees with protected characteristics are not subject to unfair disadvantage or exclusion	
Early Departures	R5R6	Public bodies should monitor and report as part of their internal governance arrangements on expected and achieved savings as a result of early departures. This will help inform future cost reduction plans.	WAO Study - Early Departures	01/02/2015	Clr Wynne Jones	Jason Lewis/ Mark McIntyre		Monitoring and reporting on performance of previous schemes reported to Cabinet and Council.	Monitor and report on expected and achieved savings as a result of early departures
Early Departures	R5R7	Public bodies should review their record keeping for early departure arrangements, so that they can more readily identify key information including the number of costs of early departures in a given period, payback period information based on salary and employers' National Insurance and pension costs, and settlement agreements.	WAO Study - Early Departures	01/02/2015	Clr Wynne Jones	Jason Lewis/ Mark McIntyre		The council needs to ensure that records on early departure are above reproach – this includes number of employees, costs, payback period information based on salary, NI contributions, pension costs and settlement agreements. With this in mind, written instructions were issued to HR practitioners, senior managers and Heads of Service Action: Services/ HR/ Payroll/ Legal	
Older People									
Older People	R2	Improve strategic planning and better coordinate activity for services to older people by: • ensuring comprehensive action plans are in place that cover the work of all relevant council departments and the work of external stakeholders outside of health and social care; and • engaging with residents and partners in the development of plans, and in developing and agreeing priorities.	Supporting the Independence of Older People: Are Councils Doing Enough?	15/10/2015	Clr Stephen Hayes	Jen Jeffreys		The main plan is the older person strategy which undertook an extensive consultation process involving older people external and third sector bodies. The older peoples forum is used regularly to update and receive concerns and suggestions on a number of proposals which may impact on the wellbeing or change the way services are delivered to older people. Older Peoples service regularly work with commissioning to ensure the plan evolves and delivers the best outcomes to older people in the community. The Older Peoples service will continue to look at ways in which we can improve monitor and share the plan and information with older people given the rurality challenge which Powys poses.	
Older People	R3	Improve engagement with, and dissemination of, information to older people by ensuring advice and information services are appropriately configured and meet the needs of the recipients.	Supporting the Independence of Older People: Are Councils Doing Enough?	15/10/2015	Clr Stephen Hayes	Jen Jeffreys		The Older Peoples service currently make use of Age cymru , older peoples forum, consultations and individual reviews to shape and improve our engagement and dissemination of information to older people. The service will continue working with older people to improve the way which we share information which is relevant, timely and accurate for the needs and demands of the communities.	
Older People	R4	Ensure effective management of performance for the range of services that support older people to live independently by: • setting appropriate measures to enable members, officers and the public to judge progress in delivering actions for all council services; • ensuring performance information covers the work of all relevant agencies and especially those outside of health and social services; and • establishing measures to judge inputs, outputs and impact to be able to understand the effect of budget cuts and support oversight and scrutiny.	Supporting the Independence of Older People: Are Councils Doing Enough?	15/10/2015	Clr Stephen Hayes	Jen Jeffreys		The services is currently and continuously working to progress and improve the way we manage, monitor and present our performance and deliver our services. The change to the new WCCIS system should see dramatic improvements in this arena allowing manager to drill down to individual performance to hold on ground discussions and a service overview to allow team discussions. The service produces a SIP quarterly and has programme and project governance in place around boards such as ICPOP which hold regular updates via highlight reports and action plans. Changes to Older Peoples service and progress and performance measurement goes to Cabinet and Scrutiny. Integration progress as planned and an evaluation of the Ystradgynlais project is near completion. Service business plans being developed and will be monitored via Older Peron's Management team	
Finance									
Finance	R1	Councils need clear strategies and plans, showing what they want to achieve and how they intend to achieve it Effective strategy and planning are crucial tools to help councils develop well-considered and sustainable responses to financial pressures. And services need to work out the most cost-effective ways of using the resources at their disposal to deliver their goals.	Meeting the Financial Challenges Facing Local Government in Wales	28/01/2014	Clr Wynne Jones	Jane Thomas		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 MTFPS draws on the statement of Intemet, One Powys Plan and other strategies to ensure alignment of the councils priorities and objectives. The development of FRM and Financial Strategy for each Directorate is now being put in place which will detail the demand, impact and mitigation being put in place, these plans will provide more detail of these areas for consideration at an overall council level, this will enable better planning and prioritisation of resources. Alignment of Revenue, Capital and reserves has progressed but continues to be developed.	
Finance	R2	Effective planning, based on good information is an efficient and effective way of supporting tough choices and developing clear priorities Councils need robust information to support the detailed analysis needed to link their vision and objectives to their delivery plans. Councils often do not have a clear understanding of the demand for their services and the quality of their services from the users' perspective.	Meeting the Financial Challenges Facing Local Government in Wales	28/01/2014	Clr Wynne Jones	Jane Thomas			
Finance	R3	Council plans and strategies need closer links to longer-term financial plans Councils need to strengthen the links between their strategies and plans for services and their medium- and long-term financial plans. Too many financial plans are focused on short-term pressures, and do not look further ahead to the medium- and long-term to support the achievement of broader strategic goals. And, too many councils base their budgets on small, incremental annual changes, rather than fundamentally assessing the service delivery arrangements needed to deliver the desired results – and the cost of delivering those services.	Meeting the Financial Challenges Facing Local Government in Wales	28/01/2014	Clr Wynne Jones	Jane Thomas			
Finance	R4	Councils need to explore more opportunities to work together and with other public services, to reduce costs and deliver improved outcomes for citizens Collaboration is important because individual public services cannot deliver the desired improvements to the economy, health, environment and community life of Wales on their own. When public services do not work together effectively, the outcome is invariably extra costs and poorer services for service users and citizens.	Meeting the Financial Challenges Facing Local Government in Wales	28/01/2014	Clr Wynne Jones	Jane Thomas		Community Delivery Model in place that explores the transfer of functions to town and community councils. Corporate services exploring areas for collaboration, success already achieved with provision of DBS service to other Authorities, joint working with PTHB on IT services and a number of other Section 33 agreements in place for the joint delivery of services within Adult Social Care. Further opportunities continue to be explored for Internal Audit Services, Payroll and other services.	
Finance	R5	Councils need robust arrangements to monitor efficiency savings and to demonstrate that services provide value for money Many councils do not have robust evidence of their efficiency gains. Most public bodies have developed plans for efficiency gains projects and can demonstrate cost savings. However, they are often unable to demonstrate that savings have been generated by becoming more efficient. They are also frequently unable to show that service level and quality is being maintained or, where services have been cut, that those cuts followed a rational analysis of priorities.	Meeting the Financial Challenges Facing Local Government in Wales	28/01/2014	Clr Wynne Jones	Jane Thomas		This area needs further development, the development of performance data is required to provide before and after position. The Strategic Director Resources would be meeting WAO to discuss what measures they wanted to put into place	
Finance	R6	Councils need to strengthen their arrangements for evaluating the impact of their financial decisions – on service standards and on citizens Informed decision making requires good management information and effective feedback arrangements. Councils that understand the impact of the actions they take are more likely to respond effectively to emerging issues and make better decisions. This is more likely to lead to better, more efficient services, and more satisfied citizens.	Meeting the Financial Challenges Facing Local Government in Wales	28/01/2014	Clr Wynne Jones	Jane Thomas		Impact Assessments in place for all proposal. Consultation and engagement inpalce with citizens with the development of the Delib software to inform and engage with the electorate.	
Finance	R1	Local authorities should strengthen their financial-planning arrangements by: • developing more explicit links between the Medium Term Financial Plan (MTFP) and its corporate priorities and service plans; • aligning other key strategies such as workforce and asset management plans with the MTFP; • developing comprehensive multi-year fully-costed savings plans which underpin and cover the period of the MTFP, not just the forthcoming annual budget; • categorise savings proposals so that the shift from traditional type savings to transformational savings can be monitored over the period of the MTFP; and • ensuring timescales for the delivery of specific savings proposals are realistic and accountability for delivery is properly assigned.	Financial resilience of local authorities in Wales 2015-16	18/08/2016	Clr Wynne Jones	Jane Thomas		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 MTFPS draws on the statement of Intemet, One Powys Plan and other strategies to ensure alignment of the councils priorities and objectives. Savings plans are profiled in order to understand timescales, Resource Plan developed which identifies the support required to deliver projects across the Council.	
Finance	R4	Local authorities should develop Key Performance Indicators to monitor the MTFP.	Financial resilience of local authorities in Wales 2015-16	18/08/2016	Clr Wynne Jones	Jane Thomas		To be progressed. Comparisons of assumptions included for forward projections around funding levels, inflation, pressures etc. against and the actual position. This would be introduced for the next financial year.	
Finance	R6 R8	Local authorities should ensure that corporate capacity and capability are at a level that can effectively support the delivery of savings plans in the MTFP at the pace required.	Financial resilience of local authorities in Wales 2015-16 The financial resilience of councils in Wales	18/08/2016 02/04/2014	Clr Wynne Jones	Jane Thomas		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 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 early 2017. Externally commissioned support brought in as required with skills transfer included in arrangements.	

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Finance	R1	Councils should ensure that their corporate plan: <ul style="list-style-type: none"> is the core driver for the service plans and other supporting strategies including workforce, information technology and capital expenditure; maintains at least a three to five year forward view and is aligned with the medium term financial plan and other supporting strategies; and should clearly articulate the desired role of the council in five years - the model for delivering priority services and the infrastructure and resources needed to deliver future priorities within available finances. 	The financial resilience of councils in Wales	02/04/2014	Clr Wynne Jones	Jane Thomas		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.	
Finance	R3	Councils need to ensure that funding deficits are accurately projected and fully reconciled to detailed savings plans for each year over the life of the medium term financial plan.	The financial resilience of councils in Wales	02/04/2014	Clr Wynne Jones	Jane Thomas		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.	
Finance	R4	Councils should regularly review the adequacy of the financial assurance arrangements that underpin the delivery of annual savings plans, including the level of scrutiny and challenge provided by councillors.	The financial resilience of councils in Wales	02/04/2014	Clr Wynne Jones	Jane Thomas		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.	
Finance	R7	Councils should <ul style="list-style-type: none"> strengthen budget setting and monitoring arrangements to ensure financial resilience; and review the coverage and effectiveness of their internal and external assurance financial systems and controls to ensure they are fit for purpose and provide early warning of weaknesses in key systems. 	The financial resilience of councils in Wales	02/04/2014	Clr Wynne Jones	Jane Thomas		Budget setting commences earlier and is a continual process throughout the year. Budget monitoring and forecasting provided monthly, budget challenge events to test the delivery of service budgets and savings held. Finance Scrutiny Panel review the financial position throughout the year and challenge Cabinet, Portfolio holders and Heads of Service on areas of concern.	
Finance	R9	Council 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.	The financial resilience of councils in Wales	02/04/2014	Clr Wynne Jones	Jane Thomas		Budget Seminars held for all Members, general budget and financial planning sessions as well as specific annual budget seminars on the specific proposals as part of budget setting. Financial Scrutiny Panel developed and put in place supported by Institute for Public Scrutiny. Cabinet budget workshops developed and improved the knowledge and input from Cabinet members. Information for decision making being improved, more detailed seminars held around the savings proposals last year which assisted members in their understanding of the proposals and enable them to scrutinise and challenge. Elections in May may result in new members for the Council, training will be undertaken to develop members understanding of the financial aspects of the Council.	