



Management Response

Local Authority: Powys County Council

Issue date: March 2017

Report title: Good Governance when Determining Significant Service Changes

Document reference: 243A2017

Ref	Proposal for Improvement	Intended outcome/ benefit	High priority (yes/no)	Accepted (yes/no)	Management response	Completion date	Responsible officer
The Council's governance arrangements could be strengthened by:							
P1	Reviewing the current remit and role of the Cabinet to enable it to focus on the Council's key priorities and significant service changes.	Cabinet is more efficient in focusing on the key priority areas of the Council.	Yes	Yes	G3 Amend Council Constitution to support strategic decision making by Cabinet and Pre-Scrutiny	07/03/2017	Democratic Services Committee / Cabinet / Joint Chars (Clive Pinney / Steve Boyd / Wyn Richards)
		G6 Elected members understand their respective executive and scrutiny roles with cabinet portfolio holders understanding their remit and relationship with officers of the Council. Officers of the Council fully			G6 Produce and implement a development programme to improve strategic decision making, scrutiny and inter-member working.	Autumn 2017	Jeremy Patterson / Clive Pinney

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		understand the role of the cabinet as a strategic decision making body and the need for objective pre-scrutiny of key decisions and objective enquiry and challenge of performance and decision making. Elected members understand and respect their respective roles, the roles of officers and the chairing of meetings					
		The authority is able to measure the impact of delegated decisions on cabinet capacity through KPIs (Number of reports received / Number of reports that went to delegated decision / Number of reports that went through Cabinet)			The Cabinet Manager, together with the Section 151 Officer and the Monitoring Officer will consider all reports and make a recommendation to the Leader / Portfolio Holder as to whether a delegated decision is more appropriate.	Ongoing	
		G5 Cabinet working groups are informed by and consider comment and feedback from scrutiny and audit.			G5 Cabinet and Joint Chairs to review working and terms of reference of Strategic Overview Board and Corporate Commissioning and Procurement Board.	28/02/2017	Cabinet / Joint Chars (David Powell / Clive Pinney)
P2	Clarifying and strengthening the role of scrutiny committees in considering service change in order to encourage and promote public involvement.	Scrutiny Committees have a clearly defined role and an opportunity to challenge and scrutinise service change proposals.	Yes	Yes	G4 Pre-Scrutiny of major decisions – increase the use of pre-scrutiny, particularly on strategic items. To be identified by Joint Chairs in consultation with Senior Officers.	Ongoing requirement	Chair of Place Scrutiny Committee / Clive Pinney
		G4 Ensure that there is objective pre-scrutiny of the commissioning decisions relating to Highways, Transport and Recycling			Access scrutiny expertise from other organisations where required, and use this as a learning process.	01/03/2017	Wyn Richards
		See G6			See G6	Autumn 2017	Jeremy Patterson / Clive Pinney

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		G7 The Council is informed as to the resources and capabilities required to ensure effective decision making, and to develop scrutiny so that it makes an effective contribution to corporate governance.			G7 Review the current resources and capabilities supporting scrutiny, democratic services and performance management.	TBC	David Powell
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.	To maximise the role of Cabinet and Scrutiny committees and to improve transparency.	Yes	Yes	G2 Review and develop the Cabinet Work Programme and Scrutiny Work Programme	Ongoing	Clive Pinney / Steve Boyd / Wyn Richards
		G2 The Cabinet Work Programme contains sufficient detail and clarity that enables the Organisation to meet the principles of good governance by demonstrating robust scrutiny of key decisions.			The scrutiny work programme will be placed on the website asap	30/06/2017	
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.	Members make informed decisions based on availability of comprehensive options appraisals.	Yes	Yes	Improve the quality of the data provided to ensure well-informed business cases and robust options appraisals.	TBC	All HoS
					Improve the pre-scrutiny of robust option appraisals - see G4	Ongoing requirement	
					Greater emphasis on the need for information and options appraisals to be written in language that can be more easily understood.	Ongoing	All HoS
					Consideration of including Executive Summaries where it is appropriate to do so.	Ongoing	All HoS
					Consideration of additional training for both members and officers, with particular emphasis on the development of option appraisals and business cases for change,	TBC	All HoS

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		F1 Medium Term Financial Strategy is supported by effective planning and project management.			F1 Effective savings plans for all MTFS commitments.	In place	David Powell / Jane Thomas
P5	Clarify delegated authorities, particularly for significant service changes so that decisions are transparent and accountability for them is clear.	To improve transparency and accountability.	Yes	Yes	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.	30/06/2017	Clive Pinney / Debby Jones
					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.	Ongoing	Clive Pinney
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.	To strengthen and improve the transparency of impact monitoring arrangements to facilitate a greater understanding of the impact of service changes.	Yes	Yes	This is aligned with the actions under P4 above. A new report template is being developed to indicate where scrutiny of a report has been undertaken and an additional section will be added to the template to ensure that the issue of monitoring the impact of service changes and identify is addressed on the face of reports and to identify the person responsible for undertaking the monitoring and the timescale in which such monitoring should take place. The agreed monitoring regime will automatically feed into the cabinet forward work programme.	Ongoing	All HoS