

Document	Document Reference	Area e.g., Education, Corporate	Ref	Recommendation/Improvement	Date Received	Responsible Portfolio Holder	Responsible Officer	CIP / SIP Start Date BRAG	Work Undertaken
AIR Arrangements to Support Safeguarding of Children	433A2015 343A2014	Scrutiny	P3 P1	Ensure appropriate and timely action is taken to manage risks and under performance in relation to safeguarding and ensure elected members are informed of risk management arrangements, and progress in addressing safeguarding risks is included in future scrutiny work.	01/08/2015 01/09/2014	Cllr Rachel Powell / Cllr Stephen Hayes	Wyn Richards		Adult and children's scrutiny work groups look at safeguarding as part of their work programme. Members are fully aware of risk with the risk register going before Scrutiny and Cabinet on regular basis Quarterly updates on children's and adults safeguarding to Cabinet, people scrutiny, risk audit.
AIR Arrangements to Support Safeguarding of Children	433A2015 343A2014	Scrutiny	P4 P2	Improve the work of the Council's Scrutiny Committees to ensure it is providing assurance on the effectiveness of the Council's corporate safeguarding arrangements.	01/08/2015 01/09/2014	Cllr Aled Davies	Wyn Richards		Risk register is now an automatic agenda item on Audit committee on a quarterly basis
CSSIW									
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. Currently drafting a portfolio holder report seeking agreement four week market engagement exploring the potential development of a dynamic purchasing system for the future commissioning of domiciliary care. The number of domiciliary care providers in Powys continues to increase with new organisations wishing to be commissioned by the council
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		
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		The development of an 'early intervention and prevention' model for adults is underway, once complete all adult social care grants and contracts to voluntary and third sector organisations will be reviewed to ensure their strategic fit with the council's approach to early intervention and prevention. Work has been completed over the summer with third sector partners and the local health board to design the strategic model (the 'continuum of need' and the early intervention and prevention model we will translate this into our joint strategic statement of intent. A wider review of grants is scheduled to be completed this year. Given the scale and number of projects currently being progressed this work is being undertaken by Paul Griffiths Strategic Director of Place in line with the 'stronger communities' programme of work. This review will be much wider than grants relating to Social Care, covering all areas of the Council, and will reflect the development of the three year Medium Term Financial Strategy developed by Cabinet and Management Team. • Grants awarded providing value for money and are aligned to the Health and Social Care 'continuum of need' and early intervention and prevention strategy. • Powys citizens independence is maximised as people are increasingly supported to access universal and accessible services in their local communities. • PCC can 'seed corn' innovative approached to building community resilience Third sector organisations can build sustainable delivery models Contracts have been awarded and letters of awards for grants and contracts and specifications for the small contracts within this review. discussions have been initiated with PTHB to seek alignment with their third sector grants and an outcomes framework has now been agreed for grants and contracting services. Project management resource has been agreed through management of team programme to help with forward commissioning plan once VAS panel approval recruitment will take place
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
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		Review undertaken to improve response at the front end of the service when calling Powys People Direct (PPP), professionals are now placed at the front end with Social workers & Occupational Therapists available at the first contact. This provides appropriate screening and timely response whilst also improving the initial assessment accuracy. Additional training is currently being undertaken to improve skills and knowledge within PPP, a restructuring of management is currently being undertaken with the view for commencement June 2017.

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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		In April 2016 the Social Services and wellbeing Act Wales 2014. Part 7 required us to make changes to how we manage Adult safeguarding enquiries. The Act places a duty upon the local authority to make enquiries if an Adult is at risk. In order to ensure we are compliant with Part 7 of the Act we have made some changes regarding how Adult Safeguarding enquiries are received. All enquiries are now received by Powys People Direct (PPD). This includes internal and external referrals. The Safeguarding Lead Manager for Adults has now commenced her post and is prioritising working on ensuring processes are in place to ensure that Powys County Council is compliant with the legislative requirement of the new Social Services and Wellbeing (Wales) Act 2014. A subsequent 2 permanent Direct line manager posts are also in place within Powys People direct. The Act has brought significant changes to how enquiries are managed and staff are embracing the challenge at all levels. The Regional Safeguarding Board for Adults has had its first meeting and the local safeguarding group has been re defined in order to meet new legislative requirements. 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 recently undertook safeguarding development with members. 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. CSSIW conducted an inspection in September 17 during which they commended the Councils progress and work in relation to safeguarding.
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	Cllr Stephen Hayes	Louise Barry Dylan Owen		Staff are required to offer carers assessments to all service users and people who contact the service whenever appropriate. The carers assessments have been updated in order to align with the requirements of the Social Services and Wellbeing (Wales) Act and, therefore, practitioners now ask individuals about What Matters to Them. Credu (previously Powys Carers) are commissioned to support carers and provide a wide range of support services which are augmented by information, advice and guidance on services and respite provision. Further development support is targeted at the Carers partnership in order for the Council and Health Board to more effectively listen to the voice of the carers. Credu provide a wellbeing assessment to all of the carers supported and follow this up with supporting actions if and when required. In order to raise the awareness of practitioners on carers' issues the carers partnership has adopted an Everybody's Business Model which promotes carers rights and supports practitioners by recruiting Carers Champions into areas of practice. These Carers Champions are now in situ within GP practices, schools and social care teams as well as within the health board services. Carers issues and ensuring that meaningful assessments are undertaken are essential in order to provide a holistic and robust social service. We will continue to drive forward improvements in practice and support further development.
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	Cllr Stephen Hayes	Sarah Powell		<ul style="list-style-type: none"> The Organisational Development and Partnership Support Programme are supporting the delivery of this recommendation. PtHB and PCC recognise that our staff are key to transforming how we provide services to the people of Powys. Organisational Development, HR and Workforce are working together across both organisations to support the creation of the teams working in the community. This work has commenced and continues to be a key priority within the integration plan between PtHB and PCC. <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>
Domiciliary Care									
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	Cllr Stephen Hayes	Jane Thomas		<p>A suite of integrated commissioning strategies have been developed in partnership between PCC and PtHB. The Learning Disabilities, Substance Misuse, and Carers' commissioning Strategies are all agreed, and the Older Peoples, Assistive Technology, and PDSL Strategies are currently being scrutinised by the appropriate governance boards for agreement. The requirement to develop sustained market development to deliver the commissioning intentions within each of these strategies has also led to the establishment of thematic provider / engagement forums. This is already realising benefits of developing greater social capital and partnerships between the Council and partners. Care Forum Wales are an active member of appropriate forums and continue to work closely with the Council to facilitate market development.</p> <ul style="list-style-type: none"> Resourcing plan in development that will identify resource demands for all change capacity over the next three years. The need for a new commissioning strategy has been identified and resource has been secured to take forward this activity. Role to oversee the co-ordination of commissioning activity is being recruited to and will maintain the resourcing plan and co-ordinate the activities of the programme office. 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 Responsibility for the definition of contracts on a case by case basis established in Contract Procedure Rules. Training programme content in development in readiness for delivery to relevant staff. The programme will also include refresher training on the financial regulations for contracts to ensure consistency of application. Progress of major commissioning and procurement projects now being reported to C&P Board Gateway process introduced with the purpose of ensuring that Professional Services are integral to commissioning and procurement projects. 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&P Board, the Cabinet and Scrutiny committees, as otherwise scrutiny is unlikely to be aware of procurement activities. Guidance for Officers is being updated to include a section that advised on the approach to be adopted in conducting a lessons learnt review. The draft audit plan will include a review of major contracting and commissioning exercises to ensure lessons are learnt. 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. Review commissioned February 2016 and draft report delivered 8th April for comment. Draft Action Plan has been created in order to deliver a changed Finance function. A peer review of Commercial Services has been commissioned from the LGA and will take place in July 2016. This review will assess the capacity of the service to support the transformation agenda. Commercial Services and the People Directorate will work together to plan the development of capacity to support market development.

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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	Clr Stephen Hayes	Jane Thomas		<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 are underway.</p> <p>SharePoint project - external supplier has been commissioned to help build SharePoint capability currently building proof of concept team site for IT which will enable collaborative working help with document retention policies and searching capabilities. Proof of concept to be complete end of first week of June 17.</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>
ICT									
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"> • identification of overall executive responsibility for leading the project; • allocation of sufficient ICT and Service staff resources to the project; • clear deliverable milestones and plans to prepare, test, and switchover to the new system; and • 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. 	01/04/2015	Clr Martin Weale	Andrew Durant		<p>WCCIS has now gone live in Powys.</p> <p>The system has been implemented across the whole of Social Care and is currently being piloted across a number of service areas in PTHB.</p> <p>The WCCIS roll-out plan for all Health Services is currently being confirmed, with the aim being to complete WCCIS implementation across the Health by the end of the year.</p> <p>There is still ongoing work regarding further development of Integrated health and social care pathways. This work will continue during the health roll-out and until new business processes and procedures are fully embedded.</p>
Financial Resilience									
Financial Resilience Assessment	196A2016	Finance	15	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.	01/03/2016	Clr Aled Davies	Jane Thomas		Monthly budget planning group established
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	Clr 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. 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.</p> <p>Strategic Overview Board established</p>
Financial Resilience Assessment	196A2016	Finance	31	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	01/03/2016	Clr Aled Davies	Jane Thomas		Monthly reporting of Budget position to Budget Managers, Heads of Service, Strategic Directors and Cabinet. Report includes the tracking of all Savings. Opportunities for the improvement in the report format being explored. Scrutiny committees review financial performance and carry out more intensive scrutiny of areas of concern. Joint committee formed from both People and Audit Committee to scrutinise the position on Adult Social Care.
Financial Resilience Assessment	196A2016	Finance	41	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.	01/03/2016	Clr Aled Davies	Jane Thomas		<p>Monthly savings reporting and efficiency tracking on a monthly basis.</p> <p>Three year budget planning process (MTFS) in place. Further developments and budgeting models being investigated. New approach being adopted for the delivery of savings from 2019/20 onwards. 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>

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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	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	46	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.	01/03/2016	Cllr Aled Davies	Jane Thomas		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. Improved budget setting process and a strengthened approach to financial scrutiny Following a review of the budget process for 2017/18, the role and impact of the Finance Scrutiny Panel is to be reviewed to ensure that outcomes from the panel meet the expectations of the Council.
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		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 requirements and has its own project board chaired by the head of transformation. The project PID and appropriate highlight reports are regularly reported and highlighted to the board. A members workshop has been held and the project continues to work with adult social care scrutiny and presents cabinet reports for decision where necessary. Comprehensive options appraisal was undertaken resulting in the preferred option of developing a dynamic purchasing system work will commence throughout the summer including presentation to scrutiny and progress ahead of recommissioning domiciliary care in spring 2017. A lessons learned log was created after the Domiciliary care review to ensure that mistakes and issues faced previously were not replicated and that new processes and principles were robust and correct.
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		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 Council has undertaken a general review of how processes for major projects are managed. A Commissioning Commercial and Procurement Strategy has been drafted and is currently being consulted up on undertaking wider engagement and consultation this will strengthen the processes in all major procurements including ongoing contract management governance and development of support and guidance.
Governance - PCC									
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	Clive Pinney		The Constitution was changed on 7th March 2017 to remove the right of group leaders and scrutiny chairs to speak on all matters on a Cabinet Agenda. In future group leaders have no right to speak, and scrutiny chairs can only speak if their scrutiny committee has actually scrutinised the matter.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017						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.
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
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
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.
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						David Powell		Review the current resources and capabilities supporting scrutiny, democratic services and performance management
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017								The need for at least a Cabinet forward work programme is constantly being re-emphasised by officers and the Leader.

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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		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.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017								The scrutiny work programme will be placed on the website asap
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	All HoS		Improve the quality of the data provided to ensure well-informed business cases and robust options appraisals.
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								Greater emphasis on the need for information and options appraisals to be written in language that can be more easily understood.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017								Consideration of including Executive Summaries where it is appropriate to do so.
Good Governance when Determining Significant Service Changes - Powys County Council	nv cz\								Consideration of additional training for both members and officers, with particular emphasis on the development of option appraisals and business cases for change,
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017								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.
Good Governance when Determining Significant Service Changes - Powys County Council	167A2017	Clive Pinney	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	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.	