

CYNGOR SIR POWYS COUNTY COUNCIL.

**Audit Committee
06th July 2018**

**REPORT AUTHOR: County Councillor Aled Davies
Portfolio Holder for Finance**

SUBJECT: Regulatory Tracker Update QTR4 17/18

REPORT FOR: Information & Decision

Summary

1. Regulatory Tracker

1.1 The Corporate Regulatory Tracker summarises progress with regards to recommendations received from the Council's regulators, predominantly Wales Audit Office (WAO), Estyn and Care Inspectorate Wales (CIW).

The tracker currently uses the following performance management principles and standards to ensure recommendations and proposals for improvement accepted by the council are being delivered.

- Appropriate action is being taken in response to recommendations received.
- Where actions are complete and desired outcomes achieved or embedded as required, recommendations may be archived in the tracker with approval from Strategic Overview Board and Management Team with evaluation from Audit Committee.
- New recommendations are appropriate for inclusion in the tracker.

1.2 The Tracker is currently a fixed agenda item on both Management Team and Strategic Overview board and Audit Committee.

2. Proposal for Regulatory Tracker

- 2.1 The Councils Policy & Performance service are currently undertaking significant work to improve the performance management and reporting structures for both corporate and service level within the organisation.

As part of this process as owner of the Corporate Regulatory Tracker I was noticing a lot of duplicated reporting and undue concern from officers that they were having to provide numerous updates to multiple boards or committees for the same actions.

I began a consolidation and mapping exercise for Corporate Regulatory Tracker with the aim of reviewing the current actions to ensure their continued validity for the council but also to highlight where duplication was present and make a decision as to where governance and reporting for the action should reside.

Officers, HoS and service management teams were extremely helpful within this process and it was evident that regulator recommendations were at the forefront of priorities when undertaking service improvement which is a testament to the professionalism of our officers and services.

The consolidation and mapping exercise returned the results I had been expecting with the majority of the recommendations being aligned to one of the three improvement plans currently in operation within the council, Adults Improvement Plan, Childrens Improvement Plan and the Corporate Leadership & Governance Plan.

The table below identifies the recommendations and document published, the regulator who delivered the report and the improvement plan for which it is mapped. The second table highlights those recommendations which did not map against any of the improvement plans and provides suggested proposals after discussion with the lead officers their heads of service/management teams.

3. Mapping & Consolidation Findings

Adults Improvement Plan

Recommendation Reference	Document Reference	Recommendation	Regulator	Related AIP Actions
ICTR5	Section 33 arrangements – ICT Partnership 123A2015	<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. 	Welsh Audit Office	A31, B5, B6, B13, B14, B21, E4, E5
CSSIW7	CSSIW -WG25949	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.	Care Inspectorate Wales	E19
CSSIW10	CSSIW -WG25949	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.	Care Inspectorate Wales	A7, B24, B25, B26, B27, B28, B29, B30, B37, C12, C19
CSSIW12	CSSIW -WG25949	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.	Care Inspectorate Wales	C1, C2, C3, C4, C5, C6, C7, C8, C9, C18, C19, C20, C21, C35, C39, C40

Review of Dom Care R3	Review of the Letting of a Domiciliary Care Contract to Alpha Care Limited - 692A2015	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.	Care Inspectorate Wales	A13, A14, A15, A22,A23, A27, A28,A31, A32, B12, E1,E4,E5,E6,E10
CSSIW4	CSSIW -WG25949	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.	Care Inspectorate Wales	E1,E28,E29, E29B, E30A, E30B, E30C, E30
CSSIW9	CSSIW -WG25949	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.	Care Inspectorate Wales	A20, B16, B17, B18, B21, B22, B31, B32, B33
CSSIW6	CSSIW -WG25949	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.	Care Inspectorate Wales	E28,E30, E30B
Review of Dom Care R2	Review of the Letting of a Domiciliary Care Contract to Alpha Care Limited - 692A2015	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.	Care Inspectorate Wales	E1, E3, E4, E5, E8, E9, E10, E24, E30A, E30B, E30C

Childrens Improvement Plan

Recommendation Reference	Document Reference	Recommendation	Regulator	Related CIP Actions
ICTR5	Section 33 arrangements – ICT Partnership 123A2015	<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. 	Welsh Audit Office	B26,B30
CSSIW10	CSSIW -WG25949	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.	Care Inspectorate Wales	B1
CSSIW9	CSSIW -WG25949	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.	Care Inspectorate Wales	A17, A21, B18, B19, D3, D4, D5, D6, D11
R1R2	WAO Study - Scrutiny	Ensure that scrutiny members, and specifically scrutiny chairs, receive training and support to fully equip them with the skills required to undertake effective scrutiny.	Welsh Audit Office	A5, A12
Good Governance P4	Good Governance when Determining Significant Service Changes - Powys County Council	Improving the quality of information and options appraisals provided to Members to enable them to consider the strategic implications of the proposed service changes.	Welsh Audit Office	A15, B1, B33

R2R5 Youth	WAO Study - NEETS	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.	Welsh Audit Office	B21, D15, D16, D17, D18, D23
Good Governance P2	Good Governance when Determining Significant Service Changes - Powys County Council	Clarifying and strengthening the role of scrutiny committees in considering service change.	Welsh Audit Office	A7, A12, A15, B1, B33
Good Governance P1	Good Governance when Determining Significant Service Changes - Powys County Council	Reviewing the current remit and role of the Cabinet to enable it to focus on the Councils key priorities and significant service changes	Welsh Audit Office	A6, A13, A14, A30, B1, C31
R1R4	WAO Study - Scrutiny	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.	Welsh Audit Office	A5, A7

Corporate Leadership & Governance Plan

Recommendation Reference	Document Reference	Recommendation	Regulator	Related CLGP Actions
ICTR5	Section 33 arrangements – ICT Partnership 123A2015	Ensure that there are clear implementation plans for the new all Wales Community Social Services and Health system. This should include: <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 	Welsh Audit Office	E5A, E5B, F6

		<ul style="list-style-type: none"> 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. 		
R1R2	WAO Study - Scrutiny	Ensure that scrutiny members, and specifically scrutiny chairs, receive training and support to fully equip them with the skills required to undertake effective scrutiny.	Welsh Audit Office	A4, A5, A13
Good Governance P4	Good Governance when Determining Significant Service Changes - Powys County Council	Improving the quality of information and options appraisals provided to Members to enable them to consider the strategic implications of the proposed service changes.	Welsh Audit Office	A4, A8, A10, A11, A12, D12, D15, D16, F9, H19
Third Sector R1	Checklist for local authorities effectively engaging and working with the third sector	<p>To get the best from funding decisions, local authorities and third sector bodies need to ensure they have the right arrangements and systems in place to support their work with the third sector.</p> <p>To assist local authorities and third sector bodies in developing their working practices, we recommend that local authority and third sector officers use the checklist in Appendix 3 to:</p> <ul style="list-style-type: none"> self-evaluate current third sector engagement, management, performance and practice; identify where improvements in joint working is required; and jointly draft and implement an action plan to address the gaps and weaknesses identified through the self-evaluation. 	Welsh Audit Office	H8
Third Sector R2		Poor performance management arrangements are weakening accountability and limiting effective scrutiny of third sector activity and performance. To strengthen oversight of the third sector, we recommend that elected members scrutinise the review checklist completed by officers, and regularly challenge performance by officers and the local authority in addressing gaps and weaknesses.		
Good Governance P3	Good Governance when Determining Significant Service	Aligning Cabinet and Scrutiny work programmes to include details of forthcoming service change proposals and making them easily accessible on the Council's website.	Welsh Audit Office	A4

	Changes - Powys County Council			
Good Governance P1	Good Governance when Determining Significant Service Changes - Powys County Council	Reviewing the current remit and role of the Cabinet to enable it to focus on the Councils key priorities and significant service changes	Welsh Audit Office	A4
Good Governance P6	Good Governance when Determining Significant Service Changes - Powys County Council	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.	Welsh Audit Office	F9, D16
R1R3	WAO Study - Scrutiny	Further develop scrutiny forward work programming to: <ul style="list-style-type: none"> • 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. 	Welsh Audit Office	A4, A5, A8, A13
Financial Resilience Assessment	196A2016	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.	Welsh Audit Office	D1,D2,D4
		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	Welsh Audit Office	D2,D5

		budget for 2013-14 was overspent by £0.8 million, which the Council met by utilising its reserves.		
Financial Resilience Assessment	196A2016	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	Welsh Audit Office	D9,D11
		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.	Welsh Audit Office	D4,D9
		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.	Welsh Audit Office	D12
		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.	Welsh Audit Office	D3,D6,D9
Meeting the Financial Challenges Facing		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.	Welsh Audit Office	D1, D2, D4,

Local Government in Wales				
Meeting the Financial Challenges Facing Local Government in Wales		<p>Effective planning, based on good information is an efficient and effective way of supporting tough choices and developing clear priorities</p> <p>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.</p>	Welsh Audit Office	D1,D4, D15
		<p>Council plans and strategies need closer links to longer-term financial plans</p> <p>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.</p>	Welsh Audit Office	D1,D2, D4
Financial resilience of local authorities in Wales 2015-16		<p>Local authorities should strengthen their financial-planning arrangements by:</p> <ul style="list-style-type: none"> • 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. 	Welsh Audit Office	D1, D2,D3,D4
The financial resilience of councils in Wales		<p>Councils should ensure that their corporate plan:</p> <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 		D1,D2,D3,D4

		<ul style="list-style-type: none"> • 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. 		
Meeting the Financial Challenges Facing Local Government in Wales		<p>Councils need to explore more opportunities to work together and with other public services, to reduce costs and deliver improved outcomes for citizens</p> <p>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.</p>	Welsh Audit Office	D19
The financial resilience of councils in Wales		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.	Welsh Audit Office	D1, D2, D4, D5
		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.		D1, D3, D16
		<p>Councils should</p> <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. 		D1, D2, D6, Monthly budget setting process
Savings planning – Financial Resilience (March 2017)		<p>Strengthen financial planning arrangements by:</p> <ul style="list-style-type: none"> • ensuring that the service savings targets set for third party spend, income and cost improvement opportunities can be achieved in planned timescales; • ensuring that all savings plans are sufficiently well developed for inclusion in the annual budget; and • forecasting the use of reserves over the MTFP period. 	Welsh Audit Office	D4, D5, D7
Meeting the Financial Challenges Facing		<p>Councils need to strengthen their arrangements for evaluating the impact of their financial decisions – on service standards and on citizens</p> <p>Informed decision making requires good management information and effective feedback arrangements. Councils that understand the impact of the actions they take</p>	Welsh Audit Office	D6

Local Government in Wales		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.		
The financial resilience of councils in Wales		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.	Welsh Audit Office	D12, D13
Financial resilience of local authorities in Wales 2015-16		Local authorities should develop Key Performance Indicators to monitor the MTFP.	Welsh Audit Office	D6, D23
		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.	Welsh Audit Office	D9, D12
Income Generation Charging for services and generating income by local authorities		Develop strategic frameworks for introducing and reviewing charges, linking them firmly with the Medium Term Financial Plan and the Corporate Plan.	Welsh Audit Office	D14
		Review the unit and total costs of providing discretionary services to clearly identify any deficits and, where needed, set targets to improve the current operating position.	Welsh Audit Office	D15
		Use the impact assessment checklist (Appendix 2) whenever changes to charges are considered.	Welsh Audit Office	Closed
		Identify opportunities to procure private sector companies to collect charges to improve efficiency and economy in collecting income.	Welsh Audit Office	D18
		Improve management of performance, governance and accountability by: <ul style="list-style-type: none"> • regularly reporting any changes to charges to scrutiny committee(s); • improving monitoring to better understand the impact of changes to fees and charges on demand, and the achievement of objectives; • benchmarking and comparing performance with others more rigorously; and • providing elected members with more comprehensive information to facilitate robust decision-making. 	Welsh Audit Office	D16
		Improve the forecasting of income from charges through the use of scenario planning and sensitivity analysis.	Welsh Audit Office	D17

4. Recommendation not aligned to an improvement plan

WAO Study Scrutiny 2014 - R1R6 – Recommendation *“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.”*

A proposal is going before County Council on the 17th May to change the scrutiny committee structure, the intention is to draft a plan and undertake self-evaluation to respond to the national review in Autumn 2019.

Benchmarking has been conducted reviewing Caerphilly Council to aid the review in Autumn 2019. Partial self-assessment was completed in June 2017 on request of the Director of Resources. CFPS and WAO criteria were used to highlight "what good scrutiny is" and as a means of scoring the council against the criteria using the scorecard. Views and comments were sought from Strategic Directors and Heads of Service.

It is the proposal of the Scrutiny Manager, Solicitor to the Council and the Regulatory officer that this recommendation should be closed as it is part of Democratic services and Scrutiny services business as usual /continuous development programme. The work currently undertaken and planned as stated above shows the Council is embedding this review into its annual cycle and as such responding to the recommendation originally stated within the national report.

(Close recommendation as processes are embedded as part of business as usual)

Charging for services and generating income by local authorities 2016 - R3 – Recommendation *“Use the impact assessment checklist (Appendix 2) whenever changes to charges are considered.”*

The impact assessment process is clearly embedded within the budget setting process to further strengthen this there has been an introduction of an independent risk assessment of the overall budget plan introduced this year.

(Close recommendation as impact assessment is fully embedded)

Community safety in Wales 2016 Recommendations R1–R7

This report and recommendations did not map against any of the three improvement plans or any of the corporate improvement plan programmes when undertaking the consolidation exercise. When discussing further with the service and at corporate management team it was agreed that the responsible officer assigned to the recommendations would provide a quarterly report to corporate management team and its position would be reviewed moving forward. Welsh Government conducted a review in November 2017 “Working Together for Safer Communities” this may see

the way community safety partnerships work together changing so will need to be considered moving forward but this work is likely to be resumed back into business as usual.

(Report to be drafted on a Quarterly basis to be considered by corporate management team)

WAO Study Env Health - R3R5 –Recommendation “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.”*

The recommendations in this report again did not map against any of the three improvement plans or any of the corporate improvement plan programmes. When discussed further with the responsible owner and head of service they explained that procurement was underway for two new IT systems to improve the service and satisfy the recommendations within the study. One system being procured ‘Public protection’ had been restarted and the main target of this work now would be to produce efficiency savings via mobile solutions and a reduction of admin costs. The procurement and savings proposals for this work is fully embedded in the service improvement plan and as such is reported within the service as business as usual activity.

(Close recommendation as processes are embedded as part of business as usual)

Financial Resilience Assessment 2016 – 47 – Recommendation “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.”

The recommendation listed above was part of the financial resilience assessment conducted in 2016, the recommendation focusses on the letting of the domiciliary care contract to alpha care and asks the council to address and ensure that future procurement and commissioning strategies and processes are robust with clear governance arrangements in place. Having met with the Interim Professional Lead for Commercial Services it was agreed that this was less a recommendation more a statement to be considered. The “Review of the Letting of a Domiciliary Care Contract to Alpha Care Limited” report published in 2016 has been mapped across the adults and Childrens improvement plans and will be further strengthened by the roll out of the new Corporate Commissioning and Procurement Strategy.

(Recommendation to be removed due to duplicated progress reporting)

WAO Study - Early Departures – Recommendations – R5R5, R5R6, R5R7

I met with the Employment Policy & Service Development Business Partner (Workforce and Organisation Development) to discuss early departures recommendations issued nationally back in 2015. There was agreement that the recommendations still hold relevance and that the council is continuing work to deliver against the recommendations with a significant amount of work already undertaken. The early departures recommendations did not appear in any of the three improvement plans within the council, and both the regulatory officer and Employment Policy & Service Development Business Partner agreed that all three recommendations were adopted as part of the services core business as usual operations.

(Proposal to remove recommendations from Corporate Regulatory Tracker due to processes becoming business as usual practises)

Recommendation:	Reason for Recommendation:
Recommendation 1: The formal closure of the Corporate Regulatory tracker.	To enable continued improvement, removal of duplication and streamlining of corporate reporting within the council. This will enable officer time to and capacity to be released to focus on delivery.
Recommendation 2: The Corporate Regulatory Tracker to be re-established as a signposting document.	A signposting document would provide a centralised document which would enable regulators/stakeholders the opportunity to locate the correct plan and progress against any of the recommendations sought.

Relevant Policy (ies):			
Within Policy:	Y	Within Budget:	Y
Relevant Local Member(s):			
Person(s) To Implement Decision:			
Date By When Decision To Be Implemented:			

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