

Scrutiny Committee A

Meeting Venue
**Council Chamber - County Hall,
Llandrindod Wells, Powys**

Meeting Date
**Monday, 9 April 2018
(postponed from 19 March 2018)**

Meeting Time
1.00 pm

For further information please contact
Lisa Richards, 01597 826371

23 March 2018

lisa.richards@powys.gov.uk



County Hall
Llandrindod Wells
Powys
LD1 5LG

The use of Welsh by participants is welcomed. If you wish to use Welsh please inform us by noon, two working days before the meeting

AGENDA

JOINT MEETING - SCRUTINY COMMITTEE A AND SCRUTINY COMMITTEE B - 1pm, The Chamber

1.	APOLOGIES
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To receive apologies for absence.

2.	JOINT SCRUTINY CORPORATE LEADERSHIP AND GOVERNANCE PLAN
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To receive a scrutiny summary report.
(Pages 5 - 10)

3.	SCRUTINY COMMITTEE STRUCTURE
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To seek Members' views on the committee and working group structures for scrutiny.

2PM - BREAK FOR WAO FOCUS GROUP
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3.30 PM - SCRUTINY COMMITTEE A - Committee Room A

4. DECLARATIONS OF INTEREST

To receive declarations of interest from Members.

5. DECLARATIONS OF PARTY WHIPS

To receive disclosures of prohibited party whips which a Member has been given in relation to the meeting in accordance with Section 78(3) of the Local Government Measure 2011.

(NB: Members are reminded that under Section 78 Members having been given a prohibited party whip cannot vote on a matter before the Committee.)

6. MINUTES

To authorise the Chair to sign the minutes of the last meeting as a correct record.
(Pages 11 - 18)

7. WORKING GROUPS

7.1. Adult Social Care Scrutiny Group

To receive a scrutiny summary report.
(Pages 19 - 20)

7.2. North Powys Office Accommodation Review

To receive a scrutiny summary report.
(Pages 21 - 22)

8. JOINT CHAIRS AND VICE CHAIRS' STEERING GROUP

To receive the notes of meetings of the Joint Chairs and Vice Chairs' Steering Group held on 5 December 2017 and 9 January 2018.
(Pages 23 - 32)

9. WORK PROGRAMME

To consider the forward work programme and whether any additional items should be put forward for inclusion.
(Pages 33 - 34)

10. CORRESPONDENCE

To consider any item of correspondence which, in the opinion of the Chair, are of sufficient urgency to warrant consideration.

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Scrutiny Committee A and B

1st March 2018

Corporate Leadership and Governance Plan

Purpose of Report: Progress report

At a meeting of Joint Chairs in November 2017 Scrutiny Committee A and B were asked to nominate 5 Members each together with representatives from Audit Committee to scrutinise the draft Corporate Leadership and Governance Plan.

The report to Cabinet is attached at Appendix A.

An extract from the Cabinet minutes from the meeting on the 30th January 2018 where this item was discussed follow:

1. **CORPORATE LEADERSHIP GOVERNANCE IMPROVEMENT PLAN**

Cabinet considered the Corporate Leadership Governance Improvement Plan which had been developed to address the observations made by CSSIW regarding Powys Children's Services, on the Council's approach to leadership and governance. It aligned with the Council's Vision 2025 and contained a significant programme to ensure that the Council is a well-run, aspirational and high-performing organisation.

County Councillor David Selby presented the observations of the Scrutiny group explaining that observations had to be submitted by email due to a Council budget seminar being called when the group had been due to meet. He regretted that there had not been enough time to scrutinise such an important document. Whilst appreciating that the plan had been produced in response to the CSSIW inspection of Children's Services, Scrutiny members felt that the plan focused too much on Children's Services and not the Council as a whole. It was not clear to the Scrutiny members how they would be involved in monitoring progress and they doubted that all of the target dates could be met. They also felt that the document contained too many acronyms and that it would have benefited from the inclusion of a glossary.

The Director of Education acknowledged the points made by Scrutiny and advised that some of their comments had already been incorporated in the latest draft of the plan. He explained that the Plan was a living document that would go through many iterations and that it would be subject to further scrutiny.

RESOLVED	Reason for Decision:
To approve the Corporate Leadership and Governance Plan as a living document subject to further scrutiny.	To continue to address the recommendations of CSSIW and to contribute to the making it Happen Programme: Vision 2025.

Report contact: Liz Patterson, Scrutiny Officer
Contact details: 01597 826980, elizabeth.patterson@powys.gov.uk
Sources/background papers:

Membership:

County Councillors E. Durrant, D. Jones, E. Jones, L. Roberts, P Roberts, G. Pugh, E. Roderick, D. Selby, G. Williams and R. Williams

Audit Committee Member Representatives: County Councillor J Morris and Independent Audit Member Mr J Brautigam



**Joint Scrutiny Committee A and B Working Group
Scrutiny Observations to Cabinet on: Corporate Leadership and Governance Plan
version 5.6 - 17.01.2018**

The Audit Committee representatives met on the 10th January 2018 to comment on sections D and F of the Plan.

The Joint Scrutiny Working Group were due to meet on the 19th January 2018, however, an urgent Budget Seminar was called necessitating this scrutiny to be undertaken by way of email.

The following observations are made to Cabinet in respect of version 5.6 of the Plan.

General observations:

1. The Plan is titled 'Corporate Leadership and Governance Plan' (the Plan) and subtitled 'Making it Happen'. It is Members understanding that the Plan has been produced in response to comments made in Regulatory reports most recently the CIW Children's Service Inspection Report. The Group Members are unclear how this Plan will also fulfil the longer term aims of the 'Making it Happen' programme which underpins the programmes associated with Vision 2025. As the Plan progresses it becomes more children centric to the exclusion of other services. Is this a Corporate Plan?
2. The Group are unclear as to whom the document is aimed as it contains a number of examples of the use of jargon and acronyms. A glossary would assist. Further comments can be provided if it is intended that this document is public facing.
3. Members welcome the issues recognised within the Organisational Context but found it difficult that it was not immediately obvious where these are addressed within the Plan.
4. It is recommended that for both political and officer posts the role rather than the postholder is defined. For officer posts the substantive rather than acting or interim post should be included. An Annex could be provided which details postholders allowing clarity of accountability but which could be more easily updated.

5. Any plan such as this must consider the impact on “day to day” functions, and whether resources both from the member and officer side are available to carry out this work. The time scales are tight and a change of approach will be required if we are to succeed.
6. What monitoring arrangements will be put in place and how will this be co-ordinated. If recommendations are included in more than one improvement plan how will accountability and progress be co-ordinated.
7. It is also noted that some completion dates are January 2018 and question how this links with the document approval date.

Specific observations:

1. Page 2 – ‘**open:** we keep each other *and the public* informed...’
2. Page 5 - penultimate paragraph – should the percentage of self employed and high levels essential car ownership given the lack of public transport be included
3. Page 5 – last paragraph – some of the assumptions are questionable such as ‘good leisure and employment opportunities’. Access to good leisure opportunities is not necessarily available to most young people within their own communities – they may have to travel to access this which brings its own inherent difficulties. If employment opportunities are acknowledged as good, this appears to conflict with aim of the Vision which is to ‘develop a vibrant economy’.
4. Page 7 – fifth bullet point – ‘The Council’s leadership needs to beand guidance, *thereby improving morale and motivation for change*’.
5. Page 8 Vision 2025 third bullet point should come first.
6. Page 10 – Under ‘Prevention’ the document states we are ‘responding to abuse’. This is not prevention.
7. Page 12 and 13 – consistency in use of acronyms and definitions ie include who is on the PSB.
8. Page 16 - include in the last paragraph that ‘to the required standard *and understand the financial implications of their decisions*’.
9. A7 – Members are provided training about their corporate role but would welcome further advice going beyond their monitoring role.
10. A7 – it is understood that Corporate Parenting Training by Bond Solon is now only timetabled for Senior Officers and therefore alternative arrangements need to be identified and included under ‘progress’.
11. A8 – It is stated that Members will have access to monthly indicators. These are currently updated monthly but within a quarterly report so that month by month information is not available.
12. A8 – From a scrutiny perspective their relationship with the Corporate Parenting Group is by way of the Lead Member and/or Chair and Vice-Chair attending the meetings as Observers. It is not clear how this arrangement or how Cabinet will report to all Members.
13. A10 – the action states the briefing will be provided to all Members but this intention should be reflected in progress.
14. A12 – the action states the mapping and gapping exercise should be undertaken ‘across the council’ whereas the progress seems to limit this to CYPP. Is the CYPP undertaking the exercise across the authority or is it limited to their own area of work?
15. B8 – the actions states key elements **could** be. This is not an action.

16. C7 – the robust approach to exit interviews is welcomed but there may need to be a personalised follow-up to automated questionnaires if there is no response.
17. C10 and C21 – the timescale to develop an approach from recruitment campaigns is questioned – staff are urgently needed now.
18. C16 – the Corporate target for IPRs should be 95%. This only equates to a Manager/Staff conversation every three months which is integral to good management.
19. Page 39 – ‘we must ensure that our medium term financial plan identifies the major financial risks and key assumptions with *Portfolio Holders*, Senior Officers...’.
20. Page 50 – Priority F – where do KPIs fit into this strategy – unless KPIs are included the Plan is subjective.
21. Page 55 – Priority G – there is too much ‘hope’ in the narrative.
22. G3 – the communication and engagement plan is noted but it is suggested that this list should include the proposals regarding the budget.
23. G5 – this is welcomed
24. H10 – H19 some of this section is A27 – A36 in the Children’s Improvement Plan. Is this replication necessary.
25. Page 71 – this needs to be redrawn to be legible

Membership of the Joint Scrutiny Group:

County Councillors E. Durrant, D. Jones, E. Jones, L. Roberts, P Roberts, G. Pugh, E. Roderick, D. Selby, G. Williams and R. Williams

Audit Committee Member Representatives: County Councillor J Morris and Independent Audit Member Mr J Brautigam

Scrutiny Officers: Liz Patterson and Lisa Richards

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**MINUTES OF A MEETING OF THE SCRUTINY COMMITTEE A HELD AT
COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON
THURSDAY, 14 DECEMBER 2017**

PRESENT

County Councillor G I S Williams (Chair)

County Councillors K W Curry, E Durrant, D O Evans, E Jones, G Jones, G Morgan,
G Pugh, J Pugh and D Selby

In attendance: County Councillors

Cabinet Portfolio Holders In Attendance:

Officers:

Other Officers In Attendance:

Apologies for absence were received from County Councillors S C Davies, L George,
K M Roberts-Jones and A Williams

1.	APOLOGIES
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2.	DECLARATIONS OF INTEREST
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County Councillor E Durrant declared a personal interest in item 7, Commissioning and Procurement, as there was an small auto parts business in her ward.

3.	DECLARATIONS OF PARTY WHIPS
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There were no declarations of party whips.

4.	MINUTES
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Documents:

- Minutes of the last meeting held on 15 June 2017

Discussion:

- Members asked for an update on the Brecon Hub – the Strategic Director, Place confirmed that the project had been turned around. The contract was now fully understood, no further capital funding was required and the project was proceeding at pace. He agreed to circulate dates regarding completion, handover and soft opening after the meeting
- A question had been raised at the last meeting regarding the number of cautions issued to young people which a Member thought was

disproportionate – this would be raised with officers during the discussion on Crime and Disorder

Outcome:

- **The Chair was authorised to sign the minutes as a correct record**

5.	HEART OF WALES PROPERTY SERVICES
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The Committee received a briefing from the Strategic Director, Place.

- Joint Chairs and Vice Chairs Steering Group had received a request for scrutiny to be undertaken on the Heart of Wales Property Service (HOWPS) following issues having been raised with several Members
- It was acknowledged that there had been mobilisation issues and the Chief Executive and Strategic Director Place had met the Chief Executive of Kier to express dissatisfaction
 - Changes and actions have taken place: a telephone conference now takes place every Friday with the Strategic Director, Place
 - A plan is in place to recover the situation
 - Additional expertise has been brought in by Kier for a 3 month period
- The service had not been acceptable but now, following interventions, the Strategic Director, Place had a reasonable level of confidence that significant improvements would be made
- If improvements are not made consideration would be given to reversing the contract
- It was expected that some costs and fees may be reduced
- The Strategic Director Place has been appointed to the HOWPS Board to replace the Head of Regeneration and Statutory Services who is leaving the Authority
- Scrutiny was needed but it might provide more benefit if this was delayed to the spring
- One of the objectives of establishing HOWPS was to create more capacity in the service
- Kier have had significant success with this type of arrangement elsewhere
- Members noted that lessons needed to be learned if this type of venture was to become more commonplace within the Authority
- There was concern that the number of voids had trebled since HOWPS went live
- Tenants' perception was that there was a new fleet of vans but no other improvements and it was suggested that consideration should be given to how new ventures are introduced
- Difficulties with combining IT systems and rearranging existing contractual arrangements should have been foreseen
- Members were aware of poor quality workmanship in some areas and it was debated as to whether these were pre HOWPS. Details would be sent to the Strategic Director for investigation.
- It was suggested that a structure chart with phone numbers and emails be provided for Members. A further suggestion was that Members be notified of works ongoing in their wards so they could monitor progress.

Outcomes:

- **Scrutiny of the Heart of Wales Property Service be referred to Joint Chairs and Vice Chairs' Steering Group for prioritising**

6.	CRIME AND DISORDER
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Documents:

- Report of the Community Safety Partnership (CSP) Co-ordinator

Discussion:

- The CSP had a new Chair in July – Chief Inspector Rhiannon Ivens has considerable experience with CSPs
- A joint assessment is an annual requirement which will determine priorities
- The Wales Audit Office had completed a report regarding CSPs earlier in the year which is likely to have a significant impact – however, the timeframe for changes is unknown. There were seven recommendations to be implemented. The Welsh Government have formed an overview panel comprising the statutory members of the CSP to review CSPs and how they operate – they too have made seven recommendations. The review was published on 13 December 2017 and can be found at the following link <http://gov.wales/topics/people-and-communities/communities/safety/working-together-for-safer-communities/?lang=en>
- Dovetail is a pilot project in relation to the PREVENT, CONTEST and CHANNEL programmes which aims to assist those voluntarily seeking support to turn away from terrorism and extremism. To date the Authority chairs the Channel Panel, but the Police have undertaken the bulk of the work. Dovetail has piloted a new way of operating in nine areas – much of the work currently undertaken by the police will be moved to local authorities. A consultation process has commenced. It is proposed that there be new appointments to the posts of Channel Co-ordinators (5) and Supervisors (2). It was suggested that other agencies could be more helpful in assisting those wanting to turn away from extremism, freeing up the police to concentrate on enforcement and pursuing those not wishing to engage. There will be retraining and IT issues to be resolved.
- A Rural Crime Partnership is to be developed on a local basis to deal with grassland fires, sheep thefts etc. Various groups have been established over the years but an overarching group is being proposed.
- Fraud – officers were asked how this was classified. Police recording systems have changed and clarity will be sought. There is an internal fraud unit within the Council and Trading Standards will prosecute under fraud legislation. There was a need to ensure that all fraud matters are recorded together. The Committee asked if there was a specialised unit for Powys or a cyber-crime unit. Priorities for the area were burglary non-dwelling and crime against the person.
- At the last meeting a Member had questioned the number of cautions given to young people and whether this was disproportionate with the rest

of Wales. The CSP Co-ordinator had requested this information but a response has not been received. She would follow this up with the Police and Crime Commissioner.

- Acquisitive crime is that which results in financial gain. Social Media is used widely as a preventative measure. Organised gangs have been predominantly involved with drugs but are increasingly becoming involved with counterfeit tobacco. A strategy with HMRC and the Police has been introduced.
- There is co-operation with other authorities in regards to rogue traders. There has been success in prosecuting under the Proceeds of Crime Act and victims have been repaid. A financial investigator has been employed.
- Road Safety – there was no update to provide as the Road Safety Partnership has not met since June 2017. Carmarthenshire County Council are undertaking some analytical work. The issue has been raised with the Police and Crime Commissioner. Members were concerned at the lack of data alongside the number of accidents involving motorcyclists (motorcyclists account for 5% of road users, but 60% of road deaths). Other issues regarding cyclists, slow moving traffic and alternatives to fines and penalty points were debated.
- Victim Support and Victims of ASB have been combined under a new project, Goleudy

Outcomes:

- **The report was noted**

7.	COMMISSIONING AND PROCUREMENT
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Documents:

- Report of the Interim Professional Lead, Commercial Services

Discussion:

- A new contract was put in place to ensure that the Authority was compliant and efficient
- The National Procurement Service (NPS) was used as it offered an opportunity to move quickly
- A balance needed to be struck with local markets – current local spent was considered low at 18%
- The NPS provided a route to retain local business and a community benefits clause was included in the contract for fleet spares
- The majority of spares for larger vehicles are obtained directly from the supplier or their dealers
- Smaller companies are used for consumables or parts no longer under warranty
- A mini competition was run through NPS
- The winning contract has fair payment clauses and community benefit requirements included
- An analysis of a random selection of invoices has been completed – a new system will provide more data going forward
- An efficiency of 20% has been achieved

- Local members had been concerned that local business would lose out – every supplier had been contacted and assured that there were still opportunities for local businesses
- 2% of value will be used for community initiatives in the fleet or engineering area. Recent discussions have shown that there is a wish to employ an apprentice to ensure capacity and career development
- Spend had been £520K in the previous year. The current year shows a spend of £203K for the first two quarters. Although some work is seasonal, overall efficiencies are expected at year end.
- The contract is for two years with an option of a further two years by agreement by both parties
- Members asked for a comparison between the last year and the current – this would be provided for Q2 and Q3 for both years
- The Committee sought assurance that response times etc were at least as good as previously – these were tracked by the Integrated Transport Unit and KPIs reported to the NPS
- It was suggested that savings might be achievable in the first year but that these efficiencies could be lost in subsequent years as prices were increased. The contract was based on the North Wales Purchasing Pattern in 2011 which had demonstrated year on year improvements of 8%. The company are reporting back on parts usage and this will influence the 'basket of spares' used to determine prices. There was insufficient data at the start of the process but this is improving and monitoring and negotiation will take place to ensure improvements will carry forward.
- One of the drivers in moving to a new contract was to ensure that the Authority was compliant. The service had not been as efficient as it could be. The contract represented a good option and savings would be made.
- An Impact Assessment had not been prepared
- An open book exercise was not undertaken – the mini competition was a tender process between three companies
- The decision to use genuine parts (OEM - original equipment manufacturer or non OEM) was a decision taken by the workshop manager
- Members asked if random checks were made – this was a matter for the service and not the Procurement Section
- It was suggested that a retrospective analysis of non-standard items should be undertaken to ensure that disproportionate mark ups were not being made on such items – there is no evidence to suggest there is a mark-up on non-standard items but a random check will be made for monitoring purposes
- Efforts were being made to boost the 20% local spend figure
- The contract was strong and made under a national framework – there was more leverage at the centre to maintain prices than local negotiation
- Members questioned whether similar contracts were in place for fuel – fuel is sourced through the Crown Commissioning Service which buys futures on behalf of public bodies. Details of prices paid would be circulated following the meeting.

Outcome:

- **The report was noted**

- Fuel prices and the position regarding VAT would be circulated to Members

8.	SCRUTINY OF THE PUBLIC SERVICE BOARD
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The Committee were asked to appoint a representative to the Public Services Board Scrutiny Committee together with a substitute representative.

Outcome:

- County Councillor E Durrant be appointed as the Committee's representative on the PSB Scrutiny Committee, with County Councillor G Williams as the substitute representative

9.	CORPORATE LEADERSHIP AND GOVERNANCE PLAN
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The Committee was asked to appoint three representatives to join the Chair and Vice Chair in a joint scrutiny of the Corporate Leadership and Governance Plan. This meeting would take place on 19 January 2018 at 2pm.

Outcome:

- In addition to the Chair and Vice Chair of the Committee, County Councillors D Selby, G Pugh and E Jones were appointed to the joint scrutiny of the Corporate Leadership and Governance Plan

10.	WORKING GROUPS
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11.	ADULT SOCIAL CARE
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Documents:

- Scrutiny summary report

Discussion:

- Members commented that the recruitment campaign could be improved
- It was noted that a Welsh Government Grant was available to train via the Open University whilst working for the Authority
- Members were of the opinion that more apprenticeships were needed

Outcomes:

- The report was noted

12.	GENERAL DATA PROTECTION REGULATIONS REVIEW
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Documents:

- Scrutiny summary report

Outcome:

- The report was noted

13.	WORK PROGRAMME
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Documents:

- Work Programme

Discussion:

- Members requested that scrutiny be undertaken on the stationery contract
- A request was made to review the parking policy – a Member suggested that areas of underused car parks could be set aside for residents parking. This had been considered by the Portfolio Holder and Officers but could not be implemented as the same policy would need to operate across the County and the appropriate IT was not available. Members acknowledged the need to take a strategic approach but that the current policy may be too rigid.

Outcomes:

- **The issues of stationery and car parking policy would be referred to the Joint Chairs and Vice Chairs' Steering Group for consideration for inclusion in the work programme**

14.	JOINT CHAIRS AND VICE CHAIRS STEERING GROUP
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Documents:

- Notes of meetings of the Joint Chairs and Vice Chairs' Steering Group held on 20 June, 11 July, 19 September, 10 October and 7 November 2017

Outcome:

- **Noted**

15.	CORRESPONDENCE
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There were no items of correspondence.

County Councillor G I S Williams (Chair)

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Scrutiny Committee A

1 March 2018

Adult Social Care Working Group

Purpose of Report: Progress report

The working group meets frequently and has been briefed on a wide variety of topics as well as undertaking pre decision scrutiny on two topics.

Pre decision scrutiny took place on Fee Setting for Residential Care and Charging for Community Based Services – these will be considered by Cabinet in the near future.

The Group welcomes briefing sessions and has received presentations on the following;

- Delayed Transfers of Care
- Pricing and Sustainability of Domiciliary Care
- More Than Just Words
- Assisted Technology
- Community Equipment Service
- My Care My Home

Prior to the CIW Inspection the Group had the opportunity to influence the self-assessment and Adult Services Improvement Plan. Now that the inspection has taken place, the Group is monitoring the Action Plan at every meeting by considering exceptions to separate sections of the Plan. This will continue throughout the year as the outcome of the Inspection determines changes to the Improvement Plan and Action Plan.

The Group also considers at each meeting the Adult Social Care Risk Register and any changes to residual risk. From March 2018, the Group will consider budget monitoring reports on a quarterly basis.

A joint meeting with Children's Services Scrutiny Group reviewed Powys People Direct (PPD) and an outcome letter was sent to the Portfolio Holders requesting further consideration be given to some aspects of the service. Employment Committee has been asked to ascertain the full cost of employing an agency post against establishment post to allow an understanding of comparative costs.

Report contact: Lisa Richards, Legal, Scrutiny and Democratic Services

Contact details: lisa.richards@powys.gov.uk, 01597 826371

Background papers: Notes of meeting held on 8 and 30 November, 20 December

2017 15, 24 and 29 January and 19 February 2018

Group Membership: County Councillors J Gibson-Watt (Lead Member), E Durrant, G Morgan, E Jones, K Roberts-Jones, A Williams and G Williams

Scrutiny Committee A**1 March 2018****A1 Scrutiny Group****Purpose of Report:** Progress report

The working group met with the Portfolio Holder to discuss the review of office accommodation in the north of the County. It was noted that, in due course, reviews will take place of office accommodation in the mid and south of the County. A number of options were under consideration and the Group were able to support the Portfolio Holder in his preferred option.

However the discussion raised issues about the Authority's approach to property management which, the Group believed could be improved by having all the Authority's properties managed corporately. This would include all assets including schools, libraries, offices and county farms etc to ensure the most efficient use of building could be achieved. The Group was aware of different assets being managed by different services, leading to a lack of knowledge as to what is available. A corporate approach was thought to be more efficient and cost effective and the Group has made this recommendation to Cabinet.

Report contact: Lisa Richards, Legal, Scrutiny and Democratic Services**Contact details:** lisa.richards@powys.gov.uk, 01597 826371**Background papers:** Notes of meeting held on 19 February 2018

Group Membership: County Councillors D Selby (Lead Member), D O Evans, E Jones, A Williams and G Williams. County Councillor E Vaughan was in attendance.

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MINUTES OF A MEETING OF THE JOINT CHAIRS AND VICE-CHAIRS STEERING GROUP HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 5 DECEMBER 2017

PRESENT: Mr J Brautigam (Chair)

County Councillors D R Jones, JG Morris, G I S Williams and E Durrant

Officers: Ian Budd (Director of Education), Peter Jones (Professional Lead - Corporate Insight), Liz Patterson (Scrutiny Officer), Clive Pinney (Solicitor to the Council), David Powell (Acting Chief Executive), Lisa Richards (Scrutiny Officer) and Wyn Richards (Scrutiny Manager and Head of Democratic Services)

1.	APOLOGIES
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Members: County Councillor Pete Roberts

Officers: Jeremy Patterson (Chief Executive), Mark Evans (Acting Strategic Director – Resources), Emma Palmer (Strategic Business Manager to the Chief Executive)

2.	DRAFT NOTES - FOR CONSIDERATION
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Documents Considered:

- Draft Notes – 7th November, 2017

Issues Discussed:

- The Steering Group noted that the letter to the Leader regarding the Public Service Board had been drafted but not completed.
- The Chair indicated that he had received a response from the HR Manager – Operations regarding absenteeism figures. It was noted that the Chair believed there to be discrepancies in the data provided which would need to be re-checked. He would discuss these issues with the Acting Strategic Director – Resources. There were also issues in relation to the Adult Social Care data provided.

Outcomes:

- **Noted.**

3.	WORK PROGRAMME
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Documents Considered:

- Report of the Scrutiny Manager and Head of Democratic Services

Issues Discussed:

- Item 1.1 – Items from the Last Meeting
 - Options Appraisal
 - This is not proceeding as quickly as it could. The current focus is on the Children's and Adults Services inspections. There is current work around the ongoing projects, but there is a need for further discussion between the Council and Health on deeper integration. The fundamental issues are around the funding differences between Powys and Health.

- The Adult Social Care inspection is expected to take place in the last two weeks of January 2018.
- One aspect of work that scrutiny could consider is what progress has been made with integration to date and also what are the barriers to integration – discuss as part of work programme at January 2018 meeting.
- Revised Care Fee – not being considered by Cabinet until February 2018 – amend scrutiny date.
- Office Accommodation – North Powys – set scrutiny date for week commencing 19/02/18
- Rights of Way Improvement Plan – review scrutiny date set for 01.03.18
- Item 1.2 – Items suggested by the Scrutiny Team
 - Review of Farms Policy – scrutinise in week commencing 29/01/18
 - Health and Care Plan
 - The employment numbers were incorrect as the data had not been cleansed especially for Children’s and Adults Services. The HR dashboard had been considered by the Management Team and managers had been asked to cleanse this information. The Acting Chief Executive would check on the data and then this would be reported to the Employment Committee.
 - There was no integration of systems between schools and the Council and the Council also did not have a line of sight for employment in schools.
 - Health and Care Plan to be scrutinised in week commencing 19/02/18
 - There would be a need to integrate the scrutiny of the action plans for Children’s and Adults Services into the overall scrutiny work programme.
 - Homelessness – scrutinise in week commencing 15/10/18
- Item 2.1 – Items referred by Members / Committees
 - Heart of Wales Property Services (HOWPS) (Councillor David Selby)
 - The Steering Group noted that officers were taking performance issues seriously and a warning letter had been sent to HOWPS as well as meetings held with their officers. Key Performance Indicators had now been provided by HOWPS which was a requirement of the contract. It was reported that there had been an improvement in performance but monitoring of the situation was continuing. There were weekly meetings being held between the Strategic Director – Place and Kier.
 - With regard to schools they had been advised to contact HOWPS through the contact numbers provided to them. Any other issues were discussed at the weekly meetings.
 - It was suggested that a scrutiny review of HOPWS would be inappropriate until at least a year of operation had been completed. However the Strategic Director – Place would be invited to attend the next meeting of Scrutiny Committee A to update Members on the current position.
- Item 2.5 – Scrutiny Work Programme

- HTR Commissioning to be removed from the scrutiny work programme as the Cabinet was no longer progressing with this. To be replaced with the HTR Transformation project.

Outcomes:

Action	Action By / Completion Date
Agenda item – January 2018 – What progress made with integration with Health and also what are the barriers to integration.	WR 9.1.18
Revised Care Fee – amend scrutiny date	LR
Office Accommodation – North Powys – set scrutiny date for week commencing 19/02/18	LR
Rights of Way Improvement Plan – review scrutiny date set for 01/03/18	LR
Review of Farms Policy – to be scrutinised week commencing 29/01/18	LR
Health and Care Plan to be scrutinised in week commencing 19/02/18	LR / LP
Homelessness Strategy – to be scrutinised week commencing 15/10/18	LR
Strategic Director – Place to be invited to Scrutiny Committee A to provide Members with an update on HOWPS	LR
HTR Commissioning to be replaced in the scrutiny work programme with the HTR Transformation project.	LR

4. DRAFT WELL-BEING PLAN

Documents Considered:

- Draft Well-Being Plan – Final Draft – November 2017

Issues Discussed:

- The Well-Being Plan is to be published by April 2018. The Well-Being Act defined what is meant by short / medium and long term planning. The Well-Being Assessment was the first target.
- The Council has consulted on its vision for what it wants the county to look like in 20 or 25 years time. This led to the creation of the Well-Being objectives. There is also a synergy between the Public Service Board's vision for 2040 and the Council vision to 2025.
- There are 15 Well-Being steps, 3 of which the Public Service Board will delegate to the Regional Partnership Board.
- The revised plan, following the consultation period, will be re-considered by the Steering Group in February, 2018 before it is published towards the end of March.
- The Chancellor's plans for Growing Mid Wales could be referenced in the document.
- Members asked whether there were external factors influencing Powys rather than Powys influencing others? The Steering Group was advised that this was partly picked up in the Well-Being Assessment. Powys also

- tried to pick up what neighbouring authorities' Public Service Boards had found in their assessments.
- Public Service Boards have to report on progress in delivering the objectives in the plan. However they are also being encouraged to work differently rather than just by setting objectives or key performance indicators such as by working with communities. The Public Service Board also cannot rely on the Council only to deliver its well-being plan as the Council has its own well-being targets to achieve.
- Members were asked to submit individual comments on the plan. In addition the scrutiny committees were asked to discuss the plan and submit comments.

Outcomes:

Action	Action By / Completion Date
The Scrutiny Committees be asked to consider the Well-Being Plan and submit comments	LP / LR

5.	CORPORATE LEADERSHIP GOVERNANCE IMPROVEMENT PLAN
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Documents Considered:

- Draft Corporate Leadership and Governance Plan v5.1

Issues Discussed:

- There is a need to get business systems and financial systems to speak to each other or integrate
- Workforce planning targets need to be set to ensure that structures are sustainable. In addition there needs to be a more distributed leadership model down to middle management.
- There needs to be a greater clarity of Member and Officer roles.
- The Plan sits alongside the Childrens and Adults Services Improvement Plans and the Estyn Improvement Conference / Education Improvement Plan. All of these should influence the Corporate Improvement Plan by March 2018.
- It was suggested that the Plan should be discussed by the scrutiny committees with comments being sought on what might not work.
- Members questioned whether there was sufficient capacity within the organisation to deal with this plan and also should be Plan be split up for discussion by Members as some sections were more relevant to the Audit Committee than others (Sections D and F).
- The Plan has been developed arising from inspectorate reports, and they are matters which the Council is required to do.
- The Director of Education indicated that he would provide feedback questions to assist committees in providing responses. Scrutiny would also need to focus on the success criteria.
- It was agreed that Audit Committee would consider sections D and F of the Plan and a Joint Working Group comprising 5 Members each from Scrutiny Committees A and B would consider the remainder of the Plan on 19th January, 2018. The Chairs of the Scrutiny Committees would select the Members from each committee.

Outcomes:

Action	Action By / Completion Date
A joint Working Group comprising 5 Members each from Scrutiny Committees A and B to meet on 19th January, 2018 to consider the plan.	LP / LR
Audit Committee to consider sections D and F of the Plan	LR

6. DATES OF FUTURE MEETINGS - FOR INFORMATION
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Documents Considered:

- Report of the Scrutiny Manager and Head of Democratic Services

Issues Discussed:

- None

Outcomes:

- **Noted.**

7. COMMISSIONING AND PROCUREMENT BOARD

Documents Considered:

- None

Issues Discussed:

- To note that the request from the Joint Chairs Steering Group that the Chairs of the Scrutiny Committees together with the Chair of the Joint Chairs Steering Group to attend meetings of the Commissioning and Procurement Board was considered at the last meeting of the Board on 21st November, 2017.
- The Board have agreed that the Chairs can attend Board meetings as observers.

Outcomes:

- **Noted.**

8. PROTOCOL FOR SCRUTINY REPORTS

Documents Considered:

- None

Issues Discussed:

- It was noted that there had been a concern expressed regarding a recent Audit Committee report which had been discussed at the Committee and at Cabinet, of which the Director of Education had not been made aware prior to its discussion.
- The Scrutiny Manager indicated that this should not have happened and that Heads of Service and Portfolio Holders should be made aware of

- reports from Scrutiny Committees which were to be discussed at the Cabinet.
- Concern was also expressed regarding a recent event in relation to the Car Parking Policy where there was discussion at Cabinet regarding whether the policy should have been considered by scrutiny prior to its consideration by Cabinet.
 - The Steering Group was reminded that the item had been considered as part of the work programme and it had been decided not to scrutinise it as there were other priorities to consider. The Chair of Scrutiny Committee A considered that the policy should be scrutinised before the cabinet meeting on 9th January, 2018. However on being put to the vote this proposal was lost.

Outcomes:

Action	Action By / Completion Date
That Heads of Service and Portfolio Holders be made aware of scrutiny reports to be presented to Cabinet prior to their inclusion on the Cabinet agenda.	LP / LR / WR
That the Car Parking Policy would not be scrutinised prior to its reconsideration by Cabinet on 9th January, 2018.	WR / LR

Mr J Brautigam (Chair)

Public Document Pack

MINUTES OF A MEETING OF THE JOINT CHAIRS AND VICE-CHAIRS STEERING GROUP HELD AT COUNCIL CHAMBER - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 9 JANUARY 2018

PRESENT: County Councillor Mr J Brautigam (Chair)
County Councillors D R Jones, JG Morris and E Durrant

In attendance: County Councillors L.V. Corfield

Officers: Paul Griffiths (Strategic Director - Place), Liz Patterson (Scrutiny Officer), Clive Pinney (Solicitor to the Council), Lisa Richards (Scrutiny Officer) and Wyn Richards (Scrutiny Manager and Head of Democratic Services)

1. APOLOGIES

Members: County Councillor Gwilym Williams
Officers: Phil Evans (Interim Director of Social Services), Jeremy Patterson (Chief Executive), David Powell (Acting Chief Executive).

2. DRAFT NOTES - FOR CONSIDERATION

Documents Considered:

- Draft Notes – 5 December, 2017

Issues Discussed:

- Page 3 – Absenteeism – The figures showed that absenteeism had increased by 50%. On its website it was indicated that Blaenau Gwent CBC had started a review of absenteeism and looking at best practice based on 12 days per year. If the Powys figures were correct then the current figures for Powys were well above that best practice figure. It was noted that the Employment Committee is currently reviewing the position and the data was being checked for accuracy.
- The Strategic Director – Place reported that in his directorate the dashboard showed a 10 to 12% sickness absence over a 3 month period. It was questioned if the same systems were being used by directorates as in Human Resources.
- Pages 7/8 – The Steering Group noted that the issue regarding reports was now embedded in scrutiny processes.

Outcomes:

Action	Action By / Completion Date
The Chair to write to the Acting Strategic Director – Resources and to the Portfolio Holder, County Councillor James Evans regarding this potential problem.	JB

3. WORK PROGRAMME

Documents Considered:

- Report of the Scrutiny Manager and Head of Democratic Services.

Issues Discussed:

- 2.1 – Heart of Wales Property Services (HOWPS) – HOWPS would be submitting an annual report to the Council. Kier were also implementing changes to processes and there was a need to wait and see if these were effective. It was suggested that any scrutiny of HOWPS should wait until a full year of operation had been completed. The annual report was expected in September, 2018 and it was agreed that HOWPS be scrutinised at that time.
- 2.1- (i) Car Parking Policy and (ii) Stationery Contract. It was agreed that these items would not be included in the work programme.
- 2.3 – (i) Integration Options Appraisal – include in work programme for June / July 2018.
- 2.3 – (ii) Issues raised by Dylan Owen, Head of Transformation – Adult Services – the following items to be included in the work programme:
 - Dynamic Purchasing System for Domiciliary Care – February 2018 (Committee A)
 - HIW Inspection Report on Substance Misuse – March 2018 (Joint – Committees A and B)
 - Residential Care Pooled Budget – March 2018 (Joint – Committee A and Audit)
 - Residential Care Homes – Ownership and Administration – April 2018 (Joint – Committee A and Audit)
 - Director's Annual Report – May 2018 (Joint Committees A and B)
 - Review of 3rd Sector Social Care Grants – September 2018 (Committee A)
 - Review of Daytime Activities for Older People – December 2018 (Committee A)
- Area Plan and Health and Care Strategy – need to check if this is the same as the Health and Care Strategy.
- Adult Social Care Budget – there is a need for a joint group to review the financing of Adult Social Care, particularly as the budget position is getting worse. It was suggested that the Finance Scrutiny Panel (FSP) should consider this first then other Members be added to that group. Members of the FSP to report back to the Steering Group meeting in February.
- Issues raised by the Education Service – require further discussion and recommendations to the Steering Group.
- Scrutiny Work Programme:
 - Items for November / December 2017 need to be closed and archived.
 - HTR (Highways, Transport and Recycling) Transformation – discussion to be held between the Scrutiny Manager and the Strategic Director – Place on how this is to be scrutinised.
 - Scrutiny should also look at the Council's risk register and identify if there are any risk areas which should be scrutinised which were not currently being considered.

Outcomes:

Action	Action By / Completion Date
That the scrutiny of HOWPS be included in the work programme for September, 2018.	LR
That Car Parking Policy and Stationery	

Contract would not be included in the scrutiny work programme.	
Integration Options Appraisal – include in work programme for June / July 2018	LR
The following items to be included in the work programme: <ul style="list-style-type: none"> • Dynamic Purchasing System for Domiciliary Care – February 2018 (Committee A) • HIW Inspection Report on Substance Misuse – March 2018 (Joint – Committees A and B) • Residential Care Pooled Budget – March 2018 (Joint – Committee A and Audit) • Residential Care Homes – Ownership and Administration – April 2018 (Joint – Committee A and Audit) • Director’s Annual Report – May 2018 (Joint Committees A and B) • Review of 3rd Sector Social Care Grants – September 2018 (Committee A) • Review of Daytime Activities for Older People – December 2018 (Committee A) 	LP / LR
Adult Social Care Budget – Members of the Finance Scrutiny Panel to report current position to the Steering Group	JB / JM
Education items – to be discussed further and recommendations made to the Steering Group	LP / WR

4.	MID WALES HEALTH CARE COLLABORATIVE
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Documents Considered:

- None

Issues Discussed:

- Request from County Councillor Kath Roberts-Jones that there is a benefit for Powys in continuing to attend these meetings even if it is only a Member involvement. It was suggested that County Councillor Roberts-Jones continue to attend meetings of the Mid Wales Health Care Collaborative for 2018 with the position to be reviewed in 2019.

Outcomes:

Action	Action By / Completion Date
That County Councillor Roberts-Jones continue to attend meetings of the Mid	WR

5.	DATES OF FUTURE MEETINGS - FOR INFORMATION
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Documents Considered:

- Future Dates of meetings of the Joint Chairs and Vice-Chairs Steering Group, Public Service Board, Strategic Overview Board, Commissioning and Procurement Board.

Issues Discussed:

- None.

Outcome:

Noted.

Mr J Brautigam (Chair)

Title	Lead	Portfolio Holder	Scrutiny Committee \ Working Group	Scrutiny Committee \ Working Group Date	Decision Maker	Cabinet / Management Date	Cabinet Date
Review of the Change in Age of Admission to Schools	Ian Budd (CSP - Schools Service)	Myfanwy Catherine Alexander (CSP - County Councillor)	Scrutiny B		Cabinet		
School Standards February 2018	Ian Budd (CSP - Schools Service)	Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group		Cabinet	25/09/18	
School Scrutiny Panel February 2018 including school categorisation		Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group		Cabinet		
School Governor Training Scrutiny		Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group		Cabinet		
Schools Service Workforce Planning Scrutiny		Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group		Cabinet	27/02/18	
School Scrutiny Panel April 2018		Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group		Cabinet		
School Scrutiny Panel June 2018		Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group		Cabinet		
ASC Risk Register - discuss at every meeting	Caroline Evans (CSP - Finance)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group		Cabinet		
Regional Partnership Board Annual Report	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Scrutiny A		Cabinet		19/06/18
Home to School Transport (post-consultation)	Gareth Jones (CSP - Schools Service)	Myfanwy Catherine Alexander (CSP - County Councillor)	Scrutiny B		Cabinet		10/07/18
Fair Funding Review and Scheme for Financing Schools (pre-consultation)	Ian Budd (CSP - Schools Service)	Myfanwy Catherine Alexander (CSP - County Councillor)	Scrutiny B		Cabinet		10/07/18
ALN Transformation revised delivery model	Imtiaz Bhatti (CSP - Schools Service)	Myfanwy Catherine Alexander (CSP - County Councillor)	Scrutiny B		Cabinet		10/07/18
Post 16 Review	Marianne Evans (CSP - Schools Service)	Myfanwy Catherine Alexander (CSP - County Councillor)	Scrutiny B		Cabinet	05/06/18	10/07/18
Schools Service Asset Management Plan	Gareth Jones (CSP - Schools Service)	Myfanwy Catherine Alexander (CSP - County Councillor)	Scrutiny B		Cabinet	26/06/18	10/07/18
Safeguarding Compliance	Imtiaz Bhatti (CSP - Schools Service)	Myfanwy Catherine Alexander (CSP - County Councillor)	Scrutiny A;#Scrutiny B		Cabinet	26/06/18	10/07/18
Annual Estyn Inspection Outcomes		Myfanwy Catherine Alexander (CSP - County Councillor)	Scrutiny B		Cabinet	26/06/18	10/07/18
Fair Funding Review & Scheme for Financing Schools (post-consultation)	Anne Phillips (CSP - Finance)	Myfanwy Catherine Alexander (CSP - County Councillor)	Scrutiny B		Cabinet	26/06/18	28/11/18
ASC Budget Monitoring - Quarterly	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group		Cabinet	26/06/18	
Draft Well-being Plan - Towards 2040	Heather Delonnette (CSP - Corporate Insight Centre)	Rosemarie Harris (CSP - County Councillor)	PSB Scrutiny Committee		Cabinet	26/06/18	10/04/18
Youth Service Restructuring Review - tie in with Cabinet Review		Myfanwy Catherine Alexander (CSP - County Councillor)	Children's Scrutiny Working Group		Cabinet	26/06/18	18/09/18
Virtual Learning in Schools	Eurig Towns (CSP - Schools Service)	Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group		Cabinet	13/11/18	18/09/18
Domiciliary Care Commissioning - PH Decision to be considered	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	08/11/17	Cabinet		
Powys People Direct (PPD)			Adult Social Care Working Group;#Children's Scrutiny Working Group	15/01/18	Cabinet		
Review of Arms Policy	Natasha Morgan (CSP - Regeneration and Corporate Property)	Jonathan Wilkinson (CSP - County Councillor)	Scrutiny A	29/01/18	Cabinet		10/04/18
ASC - Monitoring Improvement Plan - Actions Completed	Caroline Evans (CSP - Finance)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	29/01/18	Cabinet		
Children's Improvement Plan Pt 1 - Governance (internal and partnerships) and Performance Management	David Johnston (CSP - Childrens Team)	Rachel Powell (CSP - County Councillor)	Children's Scrutiny Working Group	08/02/18	Cabinet		
Draft Well-Being Plan	Peter Jones (CSP - Corporate Insight Centre)		Joint Chairs and Vice-Chairs Steering Group	20/02/18	Cabinet		
School Improvement Plan Scrutiny		Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group	21/02/18	Cabinet		
ERW - Estyn Monitoring Review outcome, Operating arrangements review and performance		Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group	26/02/18	Cabinet	20/03/18	
Residential Care Pooled Budget	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Scrutiny A;#Audit Committee	12/03/18	Cabinet		27/03/18
ASC Improvement Plan - Exception Monitoring - Workforce	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	12/03/18	Cabinet		
Education Services Self Evaluation Report		Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group	13/03/18	Cabinet		
Children's Improvement Plan Pt 2 - LAC, Fostering Service and Out of County Placements	David Johnston (CSP - Childrens Team)	Rachel Powell (CSP - County Councillor)	Children's Scrutiny Working Group	15/03/18	Cabinet	27/02/18	
School Budgets Nov 2017 - Update on position since Cabinet report July 2017	Marie James (CSP - Finance)	Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group	02/04/18	Cabinet		
HTR Transformation Project	Lisa Griffiths (CSP - Regeneration and Corporate Property)	Liam Fitzpatrick (CSP - County Councillor)	Scrutiny A	09/04/18	Cabinet		
ALN / Behaviour Support Policy		Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group	12/04/18	Cabinet		
Children's Improvement Plan Pt 4 - Assessment compliance, quality assurance	David Johnston (CSP - Childrens Team)	Rachel Powell (CSP - County Councillor)	Children's Scrutiny Working Group	19/04/18	Cabinet		
Residential Care Homes - Onwership and Administration	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Scrutiny A;#Audit Committee	24/04/18	Cabinet	27/02/18	01/05/18
Dynamic Purchasing	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	24/04/18	Cabinet		
Director of Social Services Annual Report	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group;#Children's Scrutiny Working Group	02/05/18	Cabinet	20/03/18	19/06/18

ACRF - Annual Report of the Director of Social Services		Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group;#Children's Scrutiny Working Group	02/05/18	Cabinet			
ASC Improvement Plan - Exception Monitoring - Practice, Quality and Assurance	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	15/05/18	Cabinet			
Rights of Way Improvement Plan	Mark Stafford-Tolley (CSP - Countryside Services)	Jonathan Wilkinson (CSP - County Councillor)	Scrutiny A	23/05/18	Cabinet			
Children's Improvement Plan - Pt 3 Early Intervention and Prevention	David Johnston (CSP - Childrens Team)	Rachel Powell (CSP - County Councillor)	Children's Scrutiny Working Group	24/05/18	Cabinet			
ASC Improvement Plan - Exception Monitoring - Commissioning and Contracting	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	04/06/18	Cabinet			
School Budgets June 2018		Myfanwy Catherine Alexander (CSP - County Councillor)	Education Scrutiny Group	13/06/18	Cabinet			
ASC Improvement Plan - Actions Completed	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	25/06/18	Cabinet			
Children's Improvement Plan	David Johnston (CSP - Childrens Team)	Rachel Powell (CSP - County Councillor)	Children's Scrutiny Working Group	28/06/18	Cabinet			
Integration Options Appraisal - Deferred	Jeremy Patterson	Rosemarie Harris (CSP - County Councillor)	Scrutiny A	29/06/18	Cabinet			
Children's Improvement Plan - Pt 1 Complaints monitoring	David Johnston (CSP - Childrens Team)	Rachel Powell (CSP - County Councillor)	Children's Scrutiny Working Group	18/07/18	Cabinet			
ASC Improvement Plan - Exception Monitoring - Complaints monitoring	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	19/07/18	Cabinet	20/03/18		
HOWPS - Annual Report	Paul Griffiths (CSP - Place)		Scrutiny A	03/09/18	Cabinet			
Children's Improvement Plan - Pt 2 Signs of Safety	David Johnston (CSP - Childrens Team)	Rachel Powell (CSP - County Councillor)	Children's Scrutiny Working Group	13/09/18	Cabinet			
WHQS Completion	Simon Inkson (CSP - Housing Solutions)	Jonathan Wilkinson (CSP - County Councillor)	Scrutiny A	17/09/18	Cabinet			09/10/18
ASC Improvement Plan - Exception Monitoring - Signs of safety - working with partners	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	20/09/18	Cabinet			
Towards 2040 - WellBeing Plan - development of steps to deliver plan	Heather Delonnette (CSP - Corporate Insight Centre)	Rosemarie Harris (CSP - County Councillor)	PSB Scrutiny Committee	28/09/18	Cabinet			
Homelessness Strategy	Simon Inkson (CSP - Housing Solutions)	Jonathan Wilkinson (CSP - County Councillor)	Scrutiny A	08/10/18	Cabinet			06/11/18
Children's Improvement Plan - Pt 3 Workforce, retention and succession planning			Children's Scrutiny Working Group	11/10/18	Cabinet			
ASC Improvement Plan - Exception Monitoring - Workforce - retention and succession planning	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	24/10/18	Cabinet			
Children's Improvement Plan Pt 4	David Johnston (CSP - Childrens Team)	Rachel Powell (CSP - County Councillor)	Children's Scrutiny Working Group	15/11/18	Cabinet			
Review of Day Time Activities for Older People	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Scrutiny A	19/11/18	Cabinet			18/12/18
ASC Improvement Plan - Exception Monitoring - Part 4	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	19/11/18	Cabinet			
BUPA Homes	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	03/12/18	Cabinet			
ASC Improvement Plan - Exception Monitoring - Part 5	Dylan Owen (CSP - Policy and Care Services)	Stephen Hayes (CSP - County Councillor)	Adult Social Care Working Group	17/12/18	Cabinet			
Youth Service Restructure Review - tie in with Cabinet Review	Stuart Mackintosh (CSP - Policy Unit (Recreation and Countrys...	Rachel Powell (CSP - County Councillor)	Children's Scrutiny Working Group	31/12/18	Cabinet			
Towards 2040 - WellBeing Plan - Annual Report	Heather Delonnette (CSP - Corporate Insight Centre)	Rosemarie Harris (CSP - County Councillor)	PSB Scrutiny Committee	29/03/19	Cabinet			