

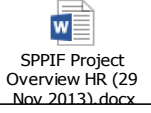








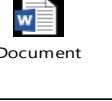



Powys County Council
Organisational Development and Partnership Support
Regulators' Recommendations: Response / Action Plan Tracker

Area eg. Education, Corporate	Improvement Action / Recommendation	Ref	Recommendation	Document Reference	Date Received	Management Team Date	Cabinet Date	Joint Chairs Date	Assigned Committee	Responsible Portfolio Holder	Responsible Officer	PCP / SIP Start Date BRAG Status	Exception Reporting (lifted from PCP / SIP monitoring processes)	New capabilities embedded. Evaluation against recommendations completed. Action closed.
WAO														
Corporate	Recommendation	676A - R1	The Council should establish more rigour and consistency in its arrangements to profile Human Resource (HR) requirements to ensure that it has sufficient capacity and capability to deliver its improvement objectives.	676A2011	01/01/2012		06/03/2012	13/04/2012 (Audit Committee)	Joint Chairs and Vice Chairs Steering Group	Cllr Steve Davies	Jason Lewis			HR Requirements incorporated in the PID process.
Social Services (Adult)	Recommendation	676A - R2	<p>Adult Services operational improvement plan</p> <p>The service should, with the support of the Programme Office, design and implement an Adult Services operational improvement plan that:</p> <ul style="list-style-type: none"> critically assesses and robustly evaluates current performance; identifies priorities for improving operational service delivery, linking these with strategic improvement priorities; identifies and evaluates the risks to delivering improvement and sets out how they are to be mitigated; sets out the actions to be taken, allocates responsibility for those actions, and details the deadlines and key milestones to be met in their completion; identifies the resources, financial and people (skills and capacity), required to deliver the improvement actions and how those resources are to be sourced; identifies the measures to be used to monitor and evaluate service improvement in the identified priority areas; and sets clear and unambiguous improvement targets for those measures. 	676A2011	01/01/2012		06/03/2012	13/04/2012 (Audit Committee)	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	SIP		With the support of PWC, a Business Plan was developed for 2011/12 which highlighted the many activities that were needed to address the joint inspection. Within this document, actions are given owners and planned completion dates. A suite of measures (Adults Top 10) were developed supported by challenging targets. This has been built upon in the 2012/13 Business Plan. Evaluation is undertaken on an annual basis through the completion of the ACRF process and additional evaluation for 2012/13 was completed as part of the Performance Evaluation Grids
Social Services (Adult)	Recommendation	676A - R3	<p>Arrangements for monitoring Adult Services improvement</p> <p>The Council should design and implement approval and monitoring arrangements at service, corporate and political levels to ensure that:</p> <ul style="list-style-type: none"> the Adult Services operational improvement plan meets each of the requirements set out in R2, and that the scale and pace of planned improvement are both appropriately stretching and deliverable with the resources made available; and those responsible for improvement actions are regularly held to account for their performance, so that any deviation from planned improvement (in relation to actions/measures/targets/milestones) is identified and rectified quickly. 	676A2011	01/01/2012		06/03/2012	13/04/2012 (Audit Committee)	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	SIP		Through the creation of the Adult Social Care Service Board, governance arrangements were put in place to monitor the progress on a sizeable number of activities which fell out of the joint inspection. This board has now been superseded by the Health and Adult Social Care Integrated Leadership Board with a view to providing an integrated governance process between both Adult Social Care and PTHB
Corporate	Improvement Action	676A - P1	Review the terminology of improvement objectives and activities, and selected measures of success to ensure that they are both clearly expressed and capable of allowing local citizens to monitor the difference the Council is making to their lives.	676A2011	01/01/2012		06/03/2012	13/04/2012 (Audit Committee)	Joint Chairs and Vice Chairs Steering Group	Cllr Steve Davies	Nick Philpott	SIP	Significantly improved in the publication of the PCP 2013-16, resulting in a very positive Improvement Assessment letter 1 in September 2013. Better measures needs to continuously improve and is recognised by Cabinet, Scrutiny and WAO. This is a key consideration in developing the One Powys Plan as part of the ODP Programme (Strategic Planning and Performance Improvement Framework).	Recommend the tracking of these recommendations is closed as most recent progress is developed as part of the Organisational Development Plan (ODP) Programme.
Corporate	Improvement Action	676A - P2	Develop a more co-ordinated corporate approach to public engagement to improve the extent to which engagement activity is consistently implemented and evaluated to ensure it is effective in improving services and outcomes for citizens.	676A2011	01/01/2012		06/03/2012	13/04/2012 (Audit Committee)	Joint Chairs and Vice Chairs Steering Group	Cllr Steve Davies	Anya Richards	SIP		Consultation framework approved by Cabinet on 19th March 2013. Has been in use since April 2013.

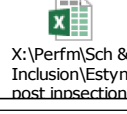





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Corporate	Improvement Action	676A - P3	The leadership of the Council, political and managerial, should promote and secure a culture which requires an appropriately open and balanced self-assessment of corporate and service performance, and is more evaluative and realistic regarding the Council's progress in delivering its improvement objectives.	676A2011	01/01/2012		06/03/2012	13/04/2012 (Audit Committee)	People - Adult Social Care Scrutiny Group	Cllr Barry Thomas	Management Team	PCP	Regulators are content with the progress made by the council, detailed in the linked audit committee report and confirmed in AIR 2013. Work initiated with Hay Group has now transferred into the delivery of the Organisational Development Plan as part of the Change Programme for 2013-14.	Recommend the tracking of these recommendations is closed as most recent progress is developed as part of the Organisational Development Plan (ODP) Programme.  
Corporate	Improvement Action	676A - P4	In assessing and reporting Council performance, ensure that there is sufficient appropriate data which demonstrates not only what and how much the Council does, but also the difference the Council is making in terms of outcomes for its citizens. Review the timing, audience and content of progress and performance reports to facilitate better informed decision making and robust challenge of service performance.	676A2011	01/01/2012		06/03/2012	13/04/2012 (Audit Committee)	Joint Chairs and Vice Chairs Steering Group	Cllr Barry Thomas	Nick Philpott	PCP		
Corporate	Improvement Action	676A - P5	In rolling out new methods of collecting recyclable wastes and refuse across the county, the Council needs to scrutinise and challenge performance to ensure that these actions have the desired impacts of achieving the increasingly challenging recycling targets and of reducing the cost of waste services.	676A2011	01/01/2012		06/03/2012	13/04/2012 (Audit Committee)	Environment, Infrastructure and Crime and Disorder Scrutiny Committee	Cllr Barry Thomas	Nick Philpott		     	Waste Strategy Review Group set up within the Environment, Infrastructure and Crime and Disorder Scrutiny Committee. We have also just completed an annual review of the food waste contract after its first full year of operation.
Corporate	Improvement Action	676A - P6	Implement arrangements to ensure that contracts issued to third parties that provide a service on the Council's behalf are robustly monitored, with appropriate quality assurance in place to: • manage and mitigate risks; • evaluate the impact of the services; and • assess their value for money. These arrangements should also ensure compliance with the <i>Welsh Language Scheme</i> .	676A2011	01/01/2012		06/03/2012	13/04/2012 (Audit Committee)	Joint Chairs and Vice Chairs Steering Group	Cllr Graham Brown	Jason Lewis			Commissioning and Procurement Strategy in place.
Corporate	Improvement Action	474A - P1	Monitor closely the development of service based workforce plans and the introduction of the new staff appraisal system and personal development plans to ensure these key projects are delivered successfully, and in a timely manner.	474A2012	26/09/2012	24/09/2012	13/11/2012		Joint Chairs and Vice Chairs Steering Group	Cllr Steve Davies	Jason Lewis			Service based workforce plans in place.
Education	Improvement Action	474A - P2	Consult upon the revised scheme for school funding and associated guidance.	474A2012	26/09/2012	24/09/2012	13/11/2012		People - Education Scrutiny Group	Cllr Myfanwy Alexander	Ian Roberts (Steve Regers)	SIP	 	School deficits are Monitored via the level 1 Schools accountability monitoring plan. See cells B:13 in Quarter 1 and B:14 in Quarter 2 tabs.
Education	Improvement Action	474A - P3	Consolidate the actions necessary to implement relevant recommendations contained in the internal audit, scrutiny and Estyn reports into one overall plan to avoid duplication and facilitate improved monitoring arrangements.	474A2012	26/09/2012	24/09/2012	13/11/2012		People - Education Scrutiny Group	Cllr Myfanwy Alexander	Ian Roberts (Steve Regers)	SIP	 	Schools Service Business Plan incorporates all appropriate recommendations and references.

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Education	Improvement Action	474A - P4	Rigorously monitor progress in implementing actions and evaluate whether they are being effective in reducing school budget deficits and bringing the Council into full compliance with the School Funding (Wales) Regulations 2010.	474A2012	26/09/2012	24/09/2012	13/11/2012		People - Education Scrutiny Group	Cllr Myfanwy Alexander	Ian Roberts (Steve-Regers)	SIP	 	See cell B:13 in Quarter 1 tab and B:14 in Quarter 2 tab .
Corporate	Improvement Action	606A - P1	Incorporate more effective and timely processes to challenge and scrutinise the extent of progress the Council is making.	606A2012	17/12/2012		08/01/2013	10/01/2013 (Audit Committee)	Joint Chairs and Vice Chairs Steering Group	Cllr Steve Davies	Nick Philpott	PCP	Significant progress made to involve scrutiny in the evaluation of council performance and development of the council's improvement plan. The challenge to PEGs was identified as good practice in the WAO's IA Letter 1 (September 2013). Continued progress against these recommendations in the Strategic Planning and Performance Improvement Framework as part of the ODP Programme.	
Corporate	Improvement Action	606A - P2	Continue to work towards more open and self-critical evaluation of performance and reporting of progress to local citizens.	606A2012	17/12/2012		08/01/2013	10/01/2013 (Audit Committee)	Joint Chairs and Vice Chairs Steering Group	Cllr Steve Davies	Nick Philpott	PCP		
Estyn														
Education	Recommendation	11/2012 - E1	Develop effective self-evaluation procedures	Estyn monitoring visit, 1 to 5 October 2012	08/11/2012				People - Education Scrutiny Group	Cllr Myfanwy Alexander	Ian Roberts (Steve-Regers)	SIP	 	ESTYN have judged there to be very good progress made in addressing this recommendation.
Education	Recommendation	11/2012 - E2	Make sure that performance management processes are robust and hold officers to account	Estyn monitoring visit, 1 to 5 October 2012	08/11/2012				People - Education Scrutiny Group	Cllr Myfanwy Alexander	Ian Roberts (Steve-Regers)	SIP	   	Example of Schools accountability framework that rigorously evaluates performance and holds officers to account for their actions on a quarterly basis. Estyn have judged there to be good progress in addressing this recommendation.

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Education	Recommendation	11/2012 - E3	Ensure that the work of the Schools Service is planned effectively, quality assured rigorously and evaluated robustly in order to improve its impact upon learners	Estyn monitoring visit, 1 to 5 October 2012	08/11/2012				People - Education Scrutiny Group	Cllr Myfanwy Alexander	Ian Roberts (Steve Rogers)	SIP	 X:\Perfm\Sch & Inclusion\Estyn post inspection  X:\Perfm\Sch & Inclusion\Estyn post inspection	Planning & evaluation effectively in place. Quality assurance currently being developed. This will be incorporated into the Schools accountability framework where officers will be encouraged to not only comment on the progress of their actions, but to also evaluate the effect that their work will have towards service improvement and its impact on learners.
Education	Recommendation	11/2012 - E4	Ensure that strategic planning is focused consistently on achieving better outcomes for learners and that it is responsive to Welsh Government guidance on single plans	Estyn monitoring visit, 1 to 5 October 2012	08/11/2012				People - Education Scrutiny Group	Cllr Myfanwy Alexander	Ian Roberts (Steve Rogers)	SIP	 	Estyn have judged there to be good progress made in addressing this recommendation. Refer to cell B:19 in Quarter 1 and B:20 in Quarter 2 tabs.
Education	Recommendation	11/2012 - E5	Take timely action to deliver the education modernisation programme	Estyn monitoring visit, 1 to 5 October 2012	08/11/2012				People - Education Scrutiny Group	Cllr Myfanwy Alexander	Ian Roberts (Steve Rogers)	SIP	 	Estyn have judged there to be good progress made in addressing this recommendation. See B:12 In Quarter 1 and B:13 in Quarter 2 tabs.
CSSIW														
Social Services	Improvement Action	Afl - 01	Training for care management staff on commissioning and contracting.	CSSIW Annual Review and Evaluation of Performance 2011-12	Nov 2012		29/01/2013		People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	SIP	A Restructure has been agreed for Contracts and Commissioning. Capacity issues within the team resulting in no progress. Programme Board to consider re-visiting timescales.	
Social Services	Improvement Action	Afl - 02	A strategy to support, advise and signpost people to appropriate services in their own communities;	CSSIW Annual Review and Evaluation of Performance 2011-12	Nov 2012		29/01/2013		People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	SIP	A Third Sector Broker has been appointed into the Comms Hub in Radnor who is advising and monitoring the effectiveness of signposting clients to the third sector. This Hub Pilot is now being extended for the whole of Adults Services.	
Social Services	Improvement Action	Afl - 03	The expansion of the of the brokerage service to include all adult service areas.	CSSIW Annual Review and Evaluation of Performance 2011-12	Nov 2012		29/01/2013		People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	PCP	Extension of the Brokerage function is highlighted within the PCP. This work is due to be started in April 2014.	

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Social Services	Improvement Action	Afl - 04	Capacity of the contracts team.	CSSIW Annual Review and Evaluation of Performance 2011-12	Nov 2012		29/01/2013		People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	SIP	A Restructure has been agreed for Contracts and Commissioning with a permanent manager due to start in the new year.	
Social Services	Improvement Action	Afl - 05	Adults: The council should ensure that the communications hub model has provided people with improved information and ease of access to services and is capable of improving outcomes	CSSIW Annual Review and Evaluation of Performance 2011-12	Nov 2012		29/01/2013		People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	PCP	A Communication Hub pilot has been successfully completed in Radnor. The service is now developing a model of how this could be extended across the whole of Powys and is now considering how this could be offered jointly with Childrens Services.	
Social Services	Improvement Action	Afl - 06	Children's: Analysis of reasons for rise in re-referrals.	CSSIW Annual Review and Evaluation of Performance 2011-17	Nov 2012		29/01/2013		People - Adult Social Care Scrutiny Group	Cllr Myfanwy Alexander	Pauline Higham	SIP	CSS.12.15.007 In line with the efficiencies agenda the People Director has requested that this project and the Adult services equivalent project be merged ahead of original timeframes. A new joint PID is being developed with proposal that the Childrens element is live by 01 July 2014.	Single Point of Access project is to be merged with Adult Services, and is to include CYPP. A new joint PID is currently being developed.
Social Services	Improvement Action	Afl - 07	Adults: The continued expansion of the re-ablement services in all areas should be maintained and developed;	CSSIW Annual Review and Evaluation of Performance 2011-12	Nov 2012		29/01/2013		People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	PCP	The service is still working towards the extension of the Reablement services. Following delays to the Dom Care Re-tender this is now due for completion by May 2014.	
Social Services	Improvement Action	Afl - 08	Adults: Improvement on the overall provision of Telecare;	CSSIW Annual Review and Evaluation of Performance 2011-12	Nov 2012		29/01/2013		People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	PCP	This will now be taken forward by the Community Equipment Stores Contracts Manager who has recently been appointed.	
Social Services	Improvement Action	Afl - 09	Adults: The council needs to assure itself that levels of carers' assessment and the recording of such, accurately reflect people's needs for support and that an appropriate response is provided.	CSSIW Annual Review and Evaluation of Performance 2011-12	Nov 2012		29/01/2013		People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	SIP	Carers Assessments are monitored on a quarterly basis and system changes have been made to ensure recording of this field is mandatory within the Unified Assessment.	
Social Services	Improvement Action	Afl - 10	Children's: Stability of school placements for looked after children.	CSSIW Annual Review and Evaluation of Performance 2011-21	Nov 2012		29/01/2013		People - Adult Social Care Scrutiny Group	Cllr Myfanwy Alexander	Pauline Higham	SIP	This is currently monitored by a monthly Performance Indicator and is not directly linked to a SIP objective.	
Social Services	Improvement Action	Afl - 11	Ensuring that vacancies are kept to a minimum in adult services and that posts in social services are filled on a permanent basis.	CSSIW Annual Review and Evaluation of Performance 2011-12	Nov 2012		29/01/2013		People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	SIP	There are now permanent appointments to both the Director and Head of Services roles.	
Social Services	Improvement Action	Afl - 12	Use the outcomes of the feasibility study to put permanent, stable and enduring arrangements in place for the roles of Director of social services and head of adult services.	CSSIW Annual Review and Evaluation of Performance 2011-12	Nov 2012		29/01/2013		People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Amanda Lewis	SIP	There are now permanent appointments to both the Director and Head of Services roles.	
Social Services	Recommendation	DIR - 01	The development of the county wide reablement service should be successfully implemented. Corporate and political support will be vital.	CSSIW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013	Aug 2013		10/09/2013	-	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	PCP	The service is still working towards the extension of the Reablement services. Following delays to the Dom Care Re-tender this is now due for completion by May 2014.	

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Social Services	Recommendation	DIR - 02	Improved performance in reviewing a persons needs is necessary.	CSSIW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013	Aug 2013		10/09/2013	-	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	SIP	The numbers of reviews and re-assessments in the last quarter are consistent with previous quarters. However, over a quarter of the reviews undertaken in the last quarter were the second or third review completed on a client during the year. This will mean that client needs are consistently reviewed, that care packages are the "right-size", meaning reduced home care variances etc, but means that there are a number of clients who, as yet, have not had a care plan review within the year.	
Social Services	Recommendation	DIR - 03	Consistency in carrying out and recording assessment within the 28 day target is necessary.	CSSIW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013	Aug 2013		10/09/2013	-	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	SIP	There have been improvements in the recording of assessments during 2013/14. Q2 performance was reported as 79.3%. Q3 performance was reported as 76.4%.	
Social Services	Recommendation	DIR - 04	Further work should be undertaken to ensure that staff are engaged with and involved in the programme of service improvement and development.	CSSIW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013	Aug 2013		10/09/2013	-	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	SIP	There have been several consultation events with staff during the past 18 months, helping to ensure that staff are kept engaged.	
Social Services	Recommendation	DIR - 05	The reablement team in Ystradgynlais is considered by the council to be an example of good practice. The council also intend to roll out this model across the other shires. Concerns surrounding the capacity and sustainability of the existing model should be considered before any decisions are made.	CSSIW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013	Aug 2013		10/09/2013	-	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	PCP	The service is still working towards the extension of the Reablement services. Following delays to the Dom Care Re-tender this is now due for completion by May 2014.	
Social Services	Recommendation	DIR - 06	Work to promote effective take-up of carers' assessments and support service needs to be established.	CSSIW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013	Aug 2013		10/09/2013	-	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	SIP	Some actions are potentially running behind schedule, due to a lack of capacity within PTHB.	
Social Services	Recommendation	DIR - 07	The council should continue to work to address high staff sickness levels within the department, and with some urgency review the decision not to fill staff vacancies.	CSSIW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013	Aug 2013		10/09/2013	-	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	SIP	Despite a good start to the year, sickness figures are now above target and unlikely to meet the challenging year end target. This does however represent an improvement on last year's data.	
Social Services	Recommendation	DIR - 08	The council should ensure that there is sufficient capacity to develop and evaluate commissioning strategies, and to provide effective monitoring of commissioned services. This is for both quality and contractual purposes in order to progress the implementation of the Welsh Government's commissioning guidance.	CSSIW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013	Aug 2013		10/09/2013	-	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Joy Garfitt	PCP	A Restructure has been agreed for Contracts and Commissioning. Capacity issues within the team resulting in no progress. Programme Board to consider re-visiting timescales.	

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Corporate	Recommendation	DIR - 09	The council should test via their scrutiny arrangements whether the improvements already brought about have made a positive impact on people using the service.	CSSIW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013	Aug 2013		10/09/2013	-	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Nick Philpott	SIP	Forward work programme for scrutiny is being developed in the Strategic Planning and Performance Improvement Framework as part of the ODP Programme. This work develops key learning from the national study of scrutiny arrangements co-ordinated by WAO to form the work-stream action plan.	
Corporate	Recommendation	DIR - 10	The council should ensure that scrutiny works effectively with both the portfolio lead and adult services management.	CSSIW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013	Aug 2013		10/09/2013	-	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Nick Philpott	SIP		
Corporate	Recommendation	DIR - 11	The need to support the improvement plan corporately and politically will be vital in order to maintain improvement and improve outcomes for the people of Powys.	CSSIW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013	Aug 2013		10/09/2013	-	People - Adult Social Care Scrutiny Group	Cllr Darren Mayor	Nick Philpott	SIP		

The recommendation has been addressed and it is believed that it can be removed from the tracker

Work is on track to address the recommendation

Work has started towards addressing the recommendation but there are some minor issues

No work has taken place yet to address the recommendation / Project to address the recommendation is in process of initiation / Project not progressing to plan and requires Programme Board decision

