




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

| Senior Performance Officer | 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 | | | | | | | | | | | | | | | |
| Garry Hudson | 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 |
| Paul Harris | Social Services (Adult) | Recommendation | 676A - R2 | Adult Services operational improvement plan The service should, with the support of the Programme Office, design and implement an Adult Services operational improvement plan that: - 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 states 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 Garritt | 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 though the completion of the ACRF process and additional evaluation for 2012/13 was completed as part of the Performance Evaluation Grids |
| Paul Harris | Social Services (Adult) | Recommendation | 676A - R3 | Arrangements for monitoring Adult Services improvement The Council should design and implement approval and monitoring arrangements at service, corporate and political levels to ensure that: - 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 Garritt | SIP | | Through the creation of the Adult Social Care Service Board, governance arrangements were put in place to monitor the progress on a suitable 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 and integrated governance process between both Adult Social Care and PHEB |
| Peter Jones | 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 Phippott | SIP | | Standard of Powys Change Plan 2013-16 and One Powys Plan 2014-17 demonstrates new approach and standards in place |
| Garry Hudson | 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. |
| Peter Jones | 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 | | Improvements in self evaluation recognised but continual improvement is appropriate in this area. Recommend closure on tracking this recommendation. |
| Peter Jones | 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 Phippott | PCP | | |

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| Garry Hudson | 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 Steve Davies | Nick Pilgott | | | |
| Garry Hudson | 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 Welsh Language Scheme. | 676A2011 | 01/01/2012 | | 06/03/2012 | 13/04/2012 (Audit Committee) | Joint Chairs and Vice Chairs Steering Group | Cllr Dai Davies | Jason Lewis | | | Commissioning and Procurement Strategy in place |
| Garry Hudson | 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. |
| Bets Ingram | 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 | SIP | | This work is complete with the revised scheme for financing schools having been implemented since 1-4-14 |
| Bets Ingram | 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 | SIP |   | Schools Service Business Plan incorporates all appropriate recommendations and references. |
| Bets Ingram | 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 | SIP | | School deficit budgets have reduced from £1.7m as at 31-3-12 to £0.7m as at 31-3-14. This is good progress. Restructuring of finance services to schools will ensure continued challenge to further reduce the deficits |

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| Peter Jones | 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 | Clr Barry Thomas | Nick Philpott | PCP | | Performance Evaluation Grids (PEGs) and Challenge process established and recognised as areas of good practice by WAG. Area of continuous improvement. Recommend closure |
| Peter Jones | 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 | Clr Barry Thomas | Nick Philpott | PCP | | |
| Eaŷyn | | | | | | | | | | | | | | | |
| Bets Ingram | Education | Recommendation | 11/2012 - E1 | Develop effective self-evaluation procedures | Eaŷyn monitoring visit, 1 to 3 October 2012 | 08/11/2012 | | | | People - Education Scrutiny Group | Clr Myfanwy Alexander | Ian Roberts | SIP | | Self evaluation procedures are now firmly embedded into the work of the school service. The accountability framework is a very robust structure where self evaluation is linked to improvement planning. There is very effective use of data to inform improvement planning which directly links onto the service improvement plan and One Powys Plan |
| Bets Ingram | Education | Recommendation | 11/2012 - E2 | Make sure that performance management processes are robust and hold officers to account | Eaŷyn monitoring visit, 1 to 5 October 2012 | 08/11/2012 | | | | People - Education Scrutiny Group | Clr Myfanwy Alexander | Ian Roberts | SIP | | There are robust procedures in place for performance management. There are clear lines of accountability with all staff receiving an annual appraisal and quarterly review meetings which linked individual performance into the accountability framework. The school service is already aligned to the corporate 90 day framework. The Cabinet member challenges senior manager performance on a quarterly basis |

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| Bats Ingram | 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 | Eatyn monitoring visit, 1 to 5 October 2012 | 08/11/2012 | | | | People - Education Scrutiny Group | Cllr Myfanwy Alexander | Ian Roberts | SP | | <p>Meticulous planning of officer work has been recognised by Elyn as good practice. The approach developed in Powys is now being adopted across the region</p> |
| Bats Ingram | 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 | Eatyn monitoring visit, 1 to 5 October 2012 | 08/11/2012 | | | | People - Education Scrutiny Group | Cllr Myfanwy Alexander | Ian Roberts | SP | | <p>The One Powys Plan firmly meets Welsh Government guidance on single plans. There is a much improved focus on improving outcomes for all learners including Welsh government priority areas of literacy, numeracy and reducing the impact of poverty. The School service improvement plan 10/14-15 has been evaluated as an excellent example of good practice. There is a golden thread running from the CPP to the level 1, 2 and 3 plans of the accountability framework</p> |
| Bats Ingram | Education | Recommendation | 11/2012 - E5 | Take timely action to deliver the education modernisation programme | Eatyn monitoring visit, 1 to 5 October 2012 | 08/11/2012 | | | | People - Education Scrutiny Group | Cllr Myfanwy Alexander | Ian Roberts | SP | | <p>The Schools service has met the WG target of reducing surplus places in primary school by 15% by 2015 ahead of schedule with surplus places currently being 14%. The modernisation programme has continued to be delivered at an appropriate pace with the closure of a number of small schools, closure of a secondary school, establishment of an all through school and a 3 school federation. A review of post 16 education will further inform secondary school provision</p> |

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| Paul Harris | Social Services | Improvement Action | AE1-01 | Training for care management staff on commissioning and contracting. | CSSW 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 | | Training package in place |
| Paul Harris | Social Services | Improvement Action | AE1-02 | A strategy to support, advise and signpost people to appropriate services in their own communities; | CSSW 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 Correns 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 |
| Paul Harris | Social Services | Improvement Action | AE1-03 | The expansion of the of the brokerage service to include all adult service areas. | CSSW 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 | Due to the delays in the re-tender of Dom Care , the team has been able to progress the expansion. This is now planned to be started in June with completion planned for September 2014 | |
| Paul Harris | Social Services | Improvement Action | AE1-04 | Capacity of the contracts team. | CSSW 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 | New manager of the contract team is now in place and as part of the wider adults service re-structure a new team structure will be proposed | |
| Paul Harris | Social Services | Improvement Action | AE1-05 | 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 | CSSW 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 Correns Hub pilot has been completed. This is now being taken forward as a joint venture between adults and childrens, with a view to having a Single Point of Access for Adults & Childrens Services by August 2014. |
| Grant Thomas | Social Services | Improvement Action | AE1-06 | Childrens: Analysis of reasons for rise in re-referrals. | CSSW Annual Review and Evaluation of Performance 2011-12 | Nov 2012 | | 29/01/2013 | | People - Adult Social Care Scrutiny Group | Cllr Myrwen Alexander | Pauline Higham | SIP | | Continuous monitoring |
| Paul Harris | Social Services | Improvement Action | AE1-07 | Adults: The continued expansion of the re-ablement services in all areas should be maintained and developed. | CSSW 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 | Due to the delays in the re-tender of Dom Care, we have been unable to expand Reablement to the full front line model. This is now planned for May 2014 | |
| Paul Harris | Social Services | Improvement Action | AE1-08 | Adults: Improvement on the overall provision of Telecare; | CSSW 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 person has now been appointed to the Community Equipment Store lead, who will be taking forward the Assistive Technology agenda going forward. A Strategy is due to be completed by September 2014, with a further action plan by December 2014. | |
| Paul Harris | Social Services | Improvement Action | AE1-09 | 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. | CSSW 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 | | Ongoing. Quarterly PI monitoring |
| Grant Thomas | Social Services | Improvement Action | AE1-10 | Childrens: Stability of school placements for looked after children. | CSSW Annual Review and Evaluation of Performance 2011-12 | Nov 2012 | | 29/01/2013 | | People - Adult Social Care Scrutiny Group | Cllr Myrwen Alexander | Pauline Higham | SIP | | Ongoing consideration |
| Paul Harris | Social Services | Improvement Action | AE1-11 | Ensuring that vacancies are kept to a minimum in adult services and that posts in social services are filled on a permanent basis. | CSSW 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 |
| Paul Harris | Social Services | Improvement Action | AE1-12 | 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. | CSSW Annual Review and Evaluation of Performance 2011-12 | Nov 2012 | | 29/01/2013 | | People - Adult Social Care Scrutiny Group | Cllr Darren Mayor | Amanda Lewis | | | There are now permanent appointments to both the Director and Head of Services roles |
| Paul Harris | Social Services | Recommendation | DIR-01 | The development of the county wide reablement service should be successfully implemented. Corporate and political support will be vital. | CSSW Arrangements for Adult Social Services Powys County Council Inspector Report August 2013 | Aug 2013 | | 10/09/2013 | | People - Adult Social Care Scrutiny Group | Cllr Darren Mayor | Joy Garfitt | PCP | Due to the delays in the re-tender of Dom Care, we have been unable to expand Reablement to the full front line model. This is now planned for May 2014 | |

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| Paul Harris | Social Services | Recommendation | DIR - 02 | Improved performance in reviewing a persons needs is necessary. | CSSW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013 | Aug 2013 | | 10/09/2013 | - | People - Adult Social Care Scrutiny Group | Cllr Darran Mayor | Joy Garfitt | SIP | | Ongoing. Quarterly PI monitoring. |

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| Paul Harris | Social Services | Recommendation | DIR - 03 | Consistency in carrying out and recording assessment within the 28 day target is necessary. | CSSW 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 | | Ongoing. Quarterly PI monitoring As part of the proposed Adults Service's restructure, dedicated reviewing teams have been identified in order to ensure appropriate levels of reviews will be maintained. |
| Paul Harris | 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. | CSSW Arrangements for Adult Social Services Powys County Council Inspection Report August 2013 | Aug 2013 | | 10/09/2013 | - | People - Adult Social Care Scrutiny Group | Cllr Melanie Davies | Joy Garfitt | SIP | | There have been several consultation events with staff during the past 18 months, helping to ensure that staff are best engaged. |
| Paul Harris | 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. | CSSW 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 | Due to the delays in the re-tender of Dom Care, we have been unable to expand Reablement to the full front line model. This is now planned for May 2014 | |
| Paul Harris | Social Services | Recommendation | DIR - 06 | Work to promote effective take-up of carers' assessments and support service needs to be established. | CSSW 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 | | Ongoing. Quarterly PI monitoring |
| Paul Harris | 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. | CSSW 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 | | Ongoing. Quarterly PI monitoring |
| Paul Harris | 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. | CSSW 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 | New manager of the contract team is now in place and as part of the wider adults service re-structure a new team structure will be proposed. Commissioning Strategies are due for completion | |
| Peter Jones | 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. | CSSW 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 | | Effective scrutiny in place and a professional relationship exists between portfolio holder and scrutiny |
| Peter Jones | Corporate | Recommendation | DIR - 10 | The council should ensure that scrutiny works effectively with both the portfolio lead and adult services management. | CSSW 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 | | |
| Peter Jones | 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. | CSSW 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 | | Adult Social Care fully engaged in development of One Powys Plan (OPP). Health & Adult Social Care Leadership Board established to ensure delivery of relevant areas of OPP |

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| The recommendation has been addressed and it is believed that it can be removed from the tracker |  | 32 | 74% |
| Work has been undertaken to address the recommendation, but it has not yet been signed off by our Regulators |  | 6 | 14% |
| Some work has started towards addressing the recommendation |  | 5 | 12% |
| No work has taken place yet to address the recommendation |  | 0 | 0% |

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