

Document Reference	Area e.g.. Education, Corporate	Recommendation Ref	Recommendation/Improvement	Date Received	Responsible Portfolio Holder
National Studies					
WAO Study - Scrutiny	Scrutiny	R1R2	Ensure that scrutiny members, and specifically scrutiny chairs, receive training and support to fully equip them with the skills required to undertake effective scrutiny.	01/05/2014	Cllr Aled Davies
WAO Study - Scrutiny	Scrutiny	R1R3	Further develop scrutiny forward work programming to: <ul style="list-style-type: none"> • provide a clear rationale for topic selection; • be more outcome focused; • ensure that the method of scrutiny is best suited to the topic area and the outcome desired; and • align scrutiny programmes with the council's performance management, self-evaluation and improvement arrangements. 	01/05/2014	Cllr Aled Davies
WAO Study - Scrutiny	Scrutiny	R1R4	Ensure that scrutiny draws effectively on the work of audit, inspection and regulation and that its activities are complementary with the work of external review bodies.	01/05/2014	Cllr Aled Davies
WAO Study - Scrutiny	Scrutiny	R1R5	Ensure that the impact of scrutiny is properly evaluated and acted upon to improve the function's effectiveness; including following up on proposed actions and examining outcomes.	01/05/2014	Cllr Aled Davies
WAO Study - Scrutiny	Scrutiny	R1R6	Undertake regular self-evaluation of scrutiny utilising the 'outcomes and characteristics of effective local government overview and scrutiny' developed by the Wales Scrutiny Officers' Network.	01/05/2014	Cllr Aled Davies
WAO Study - NEETS	Education	R2R5	Ensure that elected members and partners fully understand that councils have a clear responsibility for leading and co-ordinating youth services for 16 to 24 year olds.	01/07/2014	Cllr Myfanwy Alexander

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WAO Study - Env Health	Environmental Health	R3R5	<p>Improve strategic planning by:</p> <ul style="list-style-type: none"> identifying, collecting and analysing financial, performance and demand/need data on environmental health services; analysing collected data to inform and understand the relationship between 'cost: benefit: impact' and use this intelligence to underpin decisions on the future of council environmental health services; and agree how digital information can be used to plan and develop environmental health services in the future. 	01/10/2014	Cllr Jonathan Wilkinson
WAO Study - Early Departures	Early Departures	R5R5	Public bodies should give due consideration to the equality impact of all early departure arrangements, in particular where a public body is running a specific scheme covering multiple possible departures.	01/02/15	Cllr James Evans
WAO Study - Early Departures	Early Departures	R5R6	Public bodies should monitor and report as part of their internal governance arrangements on expected and achieved savings as a result of early departures. This will help inform future cost reduction plans.	01/02/15	Cllr James Evans
WAO Study - Early Departures	Early Departures	R5R7	Public bodies should review their record keeping for early departure arrangements, so that they can more readily identify key information including the number of costs of early departures in a given period, payback period information based on salary and employers' National Insurance and pension costs, and settlement agreements.	01/02/15	Cllr James Evans
Meeting the Financial Challenges Facing Local Government in Wales	Finance	R1 R2 R3 R1 R1 R4 R3 R4 R7	<p>Councils need clear strategies and plans, showing what they want to achieve and how they intend to achieve it</p> <p>Effective strategy and planning are crucial tools to help councils develop well-considered and sustainable responses to financial pressures. And services need to work out the most cost-effective ways of using the resources at their disposal to deliver their goals.</p>	28/01/2014 18/08/2016 02/04/2014	Cllr Aled Davies

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			<p>Effective planning, based on good information is an efficient and effective way of supporting tough choices and developing clear priorities Councils need robust information to support the detailed analysis needed to link their vision and objectives to their delivery plans. Councils often do not have a clear understanding of the demand for their services and the quality of their services from the users' perspective.</p> <p>Council plans and strategies need closer links to longer-term financial plans Councils need to strengthen the links between their strategies and plans for services and their medium- and long-term financial plans. Too many financial plans are focused on short-term pressures, and do not look further ahead to the medium- and long-term to support the achievement of broader strategic goals. And, too many councils base their budgets on small, incremental annual changes, rather than fundamentally assessing the service delivery arrangements needed to deliver the desired results – and the cost of delivering those services.</p>		
Financial resilience of local authorities in Wales 2015-16			<p>Local authorities should strengthen their financial-planning arrangements by:</p> <ul style="list-style-type: none"> • developing more explicit links between the Medium Term Financial Plan (MTFP) and its corporate priorities and service plans; • aligning other key strategies such as workforce and asset management plans with the MTFP; • developing comprehensive multi-year fully-costed savings plans which underpin and cover the period of the MTFP, not just the forthcoming annual budget; • categorise savings proposals so that the shift from traditional type savings to transformational savings can be monitored over the period of the MTFP; and • ensuring timescales for the delivery of specific savings proposals are realistic and accountability for delivery is properly assigned. 		

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The financial resilience of councils in Wales			<p>Councils should ensure that their corporate plan:</p> <ul style="list-style-type: none"> • is the core driver for the service plans and other supporting strategies including workforce, information technology and capital expenditure; • maintains at least a three to five year forward view and is aligned with the medium term financial plan and other supporting strategies; and • should clearly articulate the desired role of the council in five years - the model for delivering priority services and the infrastructure and resources needed to deliver future priorities within available finances. 		
Meeting the Financial Challenges Facing Local Government in Wales			<p>Councils need to explore more opportunities to work together and with other public services, to reduce costs and deliver improved outcomes for citizens</p> <p>Collaboration is important because individual public services cannot deliver the desired improvements to the economy, health, environment and community life of Wales on their own. When public services do not work together effectively, the outcome is invariably extra costs and poorer services for service users and citizens.</p>	28/01/14	
The financial resilience of councils in Wales			<p>Councils need to ensure that funding deficits are accurately projected and fully reconciled to detailed savings plans for each year over the life of the medium term financial plan.</p>	02/04/14	
			<p>Councils should regularly review the adequacy of the financial assurance arrangements that underpin the delivery of annual savings plans, including the level of scrutiny and challenge provided by councillors.</p>		

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			<p>Councils should</p> <ul style="list-style-type: none"> strengthen budget setting and monitoring arrangements to ensure financial resilience; and review the coverage and effectiveness of their internal and external assurance financial systems and controls to ensure they are fit for purpose and provide early warning of weaknesses in key systems. 		
Savings planning – Financial Resilience (March 2017)		P1	<p>Strengthen financial planning arrangements by:</p> <ul style="list-style-type: none"> ensuring that the service savings targets set for third party spend, income and cost improvement opportunities can be achieved in planned timescales; ensuring that all savings plans are sufficiently well developed for inclusion in the annual budget; and forecasting the use of reserves over the MTFP period. 	14/06/17	
Meeting the Financial Challenges Facing Local Government in Wales	Finance	R6	<p>Councils need to strengthen their arrangements for evaluating the impact of their financial decisions – on service standards and on citizens</p> <p>Informed decision making requires good management information and effective feedback arrangements. Councils that understand the impact of the actions they take are more likely to respond effectively to emerging issues and make better decisions. This is more likely to lead to better, more efficient services, and more satisfied citizens.</p>	28/01/14	Cllr Aled Davies
The financial resilience of councils in Wales	Finance	R9	<p>Council officers need to equip councillors with the knowledge and skills they need to deliver effective governance and challenge by extending training opportunities and producing high quality management information.</p>	02/04/14	Cllr Aled Davies
Financial resilience of local authorities in Wales 2015-16	Finance	R4	<p>Local authorities should develop Key Performance Indicators to monitor the MTFP.</p>	18/08/16	Cllr Aled Davies

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Financial resilience of local authorities in Wales 2015-16	Finance	R6	Local authorities should ensure that corporate capacity and capability are at a level that can effectively support the delivery of savings plans in the MTFP at the pace required.	18/08/2016	Cllr Aled Davies