

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

1. 2012 Review of the Housing and Council Tax Benefit Service - Wales Audit Report

The report was received on 1 September 2012 and was presented to the Audit Committee on 27 September 2012.

Ref	Further proposals for improvement	Responsibility	Implementation Plan	By When	The monitoring arrangement and the progress made so far	Rate your progress as <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
1	Ensure that effective succession planning arrangements are in place for the Quality Assurance and Training Officer (QA and T Officer) post.	Senior Manager - Revenue & Risk	Keep the effective succession planning arrangements of the whole unit under continuous consideration, not only for one post.	As soon as possible	<p>The whole units arrangements are continually under consideration in the context of the welfare system reform, and the roles and responsibilities of all posts have to be considered when finding efficiency savings and cuts in line with the corporate framework.</p> <p>The service is versed in the requirements of each job on its structure, and develops the knowledge and skills of all its officers continuously. The service is therefore of the opinion that there are no further specific practical steps to be taken at this time. We are satisfied that this proposal has been achieved.</p>	Complete
2	Ensure that all staff are aware of business continuity arrangements contained in the disaster recovery plan.	Senior Manager - Revenue & Risk	Ensure that emergency planning arrangements of the Finance Department is available for everyone.	As soon as possible	The Benefits Unit, like all other units within the Council, work within the corporate arrangements. The latest version of the Finance Department's Service Continuity Plan was approved the by the Department Management Team on June 1, 2016, and was circulated afterwards.	Complete
3	Consider introducing a process of consultation or survey to evaluate the customer's view about the service.	Senior Manager - Revenue & Risk	In September 2012, it was reported to the Audit Committee, "The Council is strongly in favour of the general principle of consulting with customers. However, we do not consider that it would be timely to do this so close to the most radical national changes ever to the benefits service (cutting the level of rent allowance permitted, introducing the local support scheme for council tax and shifting the Council's housing benefit rights to the DWP's own Universal Credit system)." These observations were approved by the Committee at the time.	As soon as possible	<p>As Committee members are aware, there has been significant slippage in the timetable for the Westminster Government in introducing Universal Credit. Because of this, the situation described in 2012, in effect continues.</p> <p>We are satisfied that Siop Gwynedd consults continuously. There is an arrangement in place so that reports are regularly passed on to the Benefit Unit as appropriate.</p>	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

2. April 2012 - Gwynedd Council Information Management Feedback Wales - Audit Report

Ref	Further proposals for improvement	Responsibility	Implementation Plan	By When	The monitoring arrangement and the progress made so far	Rate your progress as <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
1	The Council should enhance the action plan which supports the information strategy to include actions to identify the Council's information and intelligence needs and to co-ordinate the activity of the range of information services to meet these needs.	Information Manager	<p>This was discussed with Gwenan Parry, Head of Customer Care Support Department in 2012.</p> <p>It was felt that the function of the Information Management Service was not to find out what were the Council's information requirements and that our role was to provide guidelines and expertise on how to manage information once it had reached the Council (in terms of protection, disposal, accuracy, retention for appropriate periods of time). This is the role of information management services in every Council.</p> <p>The role of the Research Unit is to respond to the services' information requirements. The Information Management Strategy will soon be updated, therefore, we can incorporate this for the future if there is a desire to do this.</p>		<p>The Assessment of Governance Arrangements Group has identified Information Governance as a very high priority, and reported this in the Annual Governance Statement in 2015. As a result of this, Information Governance has been included in the Strategic Plan (Project C8).</p> <p>By the end of 2017, the Council will have to assess the appropriateness of its information safeguard arrangements and formulate proposals as necessary. Since this is a project in the Strategic Plan, this will be regularly addressed by the appropriate Achievement Panel.</p> <p>There is now agreement that a new Information Management Strategy needs to be drafted that will be wider than the previous scheme and cover issues such as open data, the use of information, quality information. Furthermore, the Assessment of Governance Arrangements Group has commissioned a piece of work to find out what use of information is being made by asking departments to complete a self-assessment.</p>	In progress
2	Develop an appropriate forum to co-ordinate the activities of the Council's information teams.	Information Manager	<p>Collaboration with the information team of the Adults Department already takes places. There would be a need to be clear on the purpose and aim of the forum.</p>		<p>This will occur naturally as part of the formulation of the new Information Strategy. This is already happening informally eg between the information team and the Social Services data team.</p>	Not started

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

ESTYN INSPECTIONS

3. ESTYN 3 Year Inspection : Inspection on the Quality of Gwynedd Local Authority Education Service for children and young people during March 2013

Following the ESTYN inspection of education services for children and young people on 11 – 15 March 2013, deeming that the authority's progress needed to be monitored by Estyn, The Estyn's Post Inspection Implementation Plan was received and confirmed by the Cabinet on 17 September 2013. The Post-Estyn Inspection action plan was considered by the Services Scrutiny Committee on 3 October 2013.

Following Estyn Inspectors visit on 2 – 5 December 2014 a letter was received recording the final results of monitoring after the inspection:
" Gwynedd Council is judged to have made sufficient progress in relation to the recommendations that arose from the inspection in March 2013. As a result, Her Majesty's Chief Inspector of Education and Training in Wales is removing the authority from follow-up activity".

Estyn Inspectors attended a meeting of the Services Scrutiny Committee on 12th February 2015 in order to report back on their 2-5th December 2014 visit.

Local Authorities' Inspection Cycle (ESTYN)

In terms of the cycle of local authorities' inspections, the last cycle has just come to an end and by now the cycle is held at least once every 6 years.

- The tri-annual cycle of individual schools has come to an end and has now changed to once every 6 years.
- ESTYN can visit any school or authority at any time, but they need to give a school at least a month of notice, and at least 12 weeks (or three months) notice to a local authority.
- The schools link inspector (ESTYN) visits every term.
- An inspection is currently being undertaken on the Welsh schools improvement consortia, namely: Gwe, Erw and two consortiums from south Wales.

Ref	Recommendation	Responsibility	Action Plan	By when?		Rate your progress as
1	A1 Improve safeguarding by ensuring that the Council's procedures and policies are clearly understood by all LEA employees and are regularly updated and disseminated.	Monitoring Officer: Corporate Director	Distribute and ensure awareness of the 'Children and Adults Safeguarding Policy and Guidelines' (corporate) and compliance with it. Ensure that all Council staff undertake basic safeguarding awareness training. Ensure that the priority of the field of Safeguarding Children and Adults is reflected in the Council's Strategic Plan.	February 2014	Education Department One of the top priorities of the Education Department's Business Plan is to 'review safeguarding procedures by ensuring that the council's procedures and policies are understood clearly by all those working in the education field and are regularly updated and disseminated'. To ensure that schools are completely clear of their responsibilities and that robust safeguarding procedures and culture are in Gwynedd schools, the Education Department appointed a Protection Officer, who has been operational since September 2015. The areas outlined below have been identified as priorities for the Protection Officer: <ul style="list-style-type: none"> • Review of Child Protection Training Level 1 and Level 2 • Review the model policies available to schools in the field of protection, child protection and physical intervention in the context of national developments and guidelines 'keep the learners safe' • Ensure that all Governing Bodies has adopted relevant policies • Each school to receive a Protection visit before an inspection • Agree on one county strategy • Agree on a County Model policy • Raise awareness and training on 'Sexual Exploitation of children' (CSE) 	<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
						Completed

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendation	Responsibility	Action Plan	By when?		Rate your progress as
			Lead Members to receive evidence of the Council's corporate / cross-departmental performance in relation to safeguarding children and adult matters.		<ul style="list-style-type: none"> • Raise awareness and training on Radicalisation • Raise awareness on Harmful Sexual Behaviour (HSB) <p>A check form was compiled for schools as required by Estyn, and the Education Department has received these back and analyzed the information. Arising from this, the Education Protection Business Plan was drawn up for 2016-17 which includes the common areas that need attention after analysing and summarising these forms. The analysis of each school's implementation summary is a basis for any support/ further intervention by the Protection Officer.</p> <p>Regular reports are made to the Strategic Safeguarding Panel on progress against the above priorities.</p> <p>Further work program has been developed for 2016/17.</p>	<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
2	A2 Raise standards in key stage 4 by targeting underperforming departments at poorly performing secondary schools more robustly	Monitoring Officers: Iwan Trefor Jones, Owen Owens, Awen Morwena Edwards	<p>Ensure a swift and effective response to the findings of the Scrutiny Working Group's research into the KS4 performance of Gwynedd Secondary Schools</p> <p>Ensure, by means of a SLA with the Regional Schools Improvement Service [GwE], that target schools can contribute from professional networks and forums to share good practice and take advantage of the expertise of System Leaders and leaders of successful schools.</p> <p>Ensure that the target schools have agreed</p>	Summer 2015	<p>This recommendation is part of a the P1 'Improving and reconciling education standards' project within the Council's Strategic Plan. The project's progress is reported to the Children and Young People Achievement Panel and Cabinet.</p> <p>The purpose of this project is to improve and reconcile standards across Gwynedd education to ensure that children and young people meet the highest standards to gain the qualifications and skills that enable them to live and prosper locally. The Department implements practical steps in schools in order to improve and reconcile educational standards, and targets specific topics, and challenges performance in specific areas.</p> <p>During 2015/16, an Education Quality Strategy was created, setting a direction and action steps to improve and reconcile education standards.</p> <p>The main priorities for 2016/17 are set below:</p> <ul style="list-style-type: none"> • Introduced a new model of supporting schools which will strengthen school to school support systems, develop new partnerships, improve key stage outcomes, as well as support schools to perform in the highest quartiles • Reviewed the structures of the Education Department by creating a new area structure and defining the role of the 'Area Education Officer' in order to better co-ordinate the support to the schools and the whole support service • Implemented a clear specification between the Council and GwE (School Effectiveness and Improvement Service) which will ensure that clear and appropriate arrangements are in place to monitor and evaluate progress in the schools • Worked with GwE to ensure the raising of English and Mathematics standards in specific departments within our secondary schools 	Completed

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendation	Responsibility	Action Plan	By when?		Rate your progress as
			[and started to implement] robust plans to improve the standards of literacy [reading and writing in particular], and numeracy, across the school in accordance with the requirements of the National Framework.		<ul style="list-style-type: none"> • Developed and implemented an effective tracking and targeting system, as well as an improved educating and teaching standards in subjects such as specifically English and Mathematics. This will contribute towards increasing the number of pupils who will attain the Level 2+ threshold (5 grades A*-C GCSE) or equivalent • Targeted improvement in schools which are underperforming generally or who are performing comfortably • Continued to develop and implement the authority's current strategies to improve attendance in schools <p>In terms of Summer 2015 results, the main strengths are set out below:</p> <ul style="list-style-type: none"> • Key performance indicators at all key stages are now improving, and compare favorably with similar local authorities (LAs) • Performance is very good at KS3 and strong by the end of KS4 as we're at the top in three of six main indicators • Nearly all pupils leave school with accreditation at the end of key stage 4; • The performance of all Authority pupils in the average point score indicators, the average point score is capped and level 1 <p>A work program has been developed for 2016/17.</p>	<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
3	A3 Monitor and challenge every school and use all the available powers at the LEA's disposal to improve leadership and management at underperforming schools.	Monitoring Officers: Head of Education, Senior Schools Manager, Senior Additional Learning Needs and Education Inclusiveness, Challenge Consultant, Corporate Director	<p>Empower the Authority's actions in relation to developing leadership and management in primary schools.</p> <p>In cases where a school is placed in a statutory category by Estyn, the Authority has to act urgently and use the statutory powers</p> <p>Ensure that sharp and appropriate procedures are in place by means of the Regional Service [GwE] to monitor and</p>	Haf 2014	<p>This recommendation is part of the Council's Strategic Plan P2 project of 'Improving leadership and management'. The project's progress is reported to the Children and Young People Realisation Panel and Cabinet.</p> <p>The purpose of this project is to improve the condition of leadership in order to raise standards. The project will implement proposals that will improve leadership and management with the aim of moving towards</p> <p>During 2015/16, a report on the field of schools leadership in Gwynedd was commissioned. We will act on the recommendations of that report during 2016/17.</p> <p>By the end of the project, there will be a better quality of leadership within Gwynedd schools and a clearer career structure in place for teachers. This will be key to ensuring that children and young people benefit from more consistent standards in our schools, as the impact of strong leadership has positive effects on attainment of children and young people.</p> <p>The main priorities for 2016/17 are set below:</p> <ul style="list-style-type: none"> • Implemented a leadership development programme which improves the conditions of schools leadership in Gwynedd • Monitored and challenged every school and used all powers available to the authority to improve leadership and management in underperforming schools • Ensured arrangements where the authority and governing bodies intervene sooner in schools where leadership causes concern 	Completed

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendation	Responsibility	Action Plan	By when?		Rate your progress as
			<p>evaluate the progress of the schools and to intensify the actions and interventions where the expected progress cannot be seen.</p> <p>Empower and sharpen the Council's internal accountability procedures for schools' performance:</p>		<ul style="list-style-type: none"> • To ensure a collaborative management structure on a catchment area and area basis which will release time for heads to lead effectively • To develop managers and prospective managers within services and to identify leaders for the future <p>A work program has been developed for 2016/17.</p>	<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
4	A4 Continue to develop and implement the authority's current strategies to improve attendance at secondary schools.	Monitoring Officer: Senior Manager Additional Educational Learning Needs and Education Inclusiveness	<p>Ensure evaluation of methods and procedures in Gwynedd secondary schools to record absences.</p> <p>Ensure the absence improvement targets of specific schools in accordance with their previous performance and agree on an action plan with each school in relation to attendance.</p> <p>Ensure that attendance data is inspected in detail and proactively by the attendance and welfare service, and agree on improvements following annual self-evaluations.</p>	July 2013	<p>During 2014/15 pupil attendance within the secondary sector increased by 0.4% to 94.6%. Nationally the figure increased 0.2% to 93.8%.</p> <p>The attendance in Gwynedd's secondary schools has risen from 4th place in 13/14 to the equal 2nd highest in Wales.</p> <p>The Welfare Service continues to develop and implement strategies to improve the authority's existing secondary school attendance.</p>	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendation	Responsibility	Action Plan	By when?		Rate your progress as <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
5	A5 Improve quality of self-evaluation, and how improvement plans and performance management procedures are implemented in the Education Department.	Monitoring Officers: Head of Education, Planning and Strategic Performance Manager, Assistant Education Quality Improvement Officer	<p>Ensure additional capacity within the Education Department to co-ordinate performance management matters.</p> <p>Ensure identification of individual improvement programmes that contribute towards the indicators of the Education Department / Service. Create a matrix of the indicators.</p> <p>Agree and establish a robust self-evaluation system.</p>	December 2013	<p>Performance management procedures, self-evaluation and improvement plans of the Education Department have strengthened.</p> <p>All Service / Teams have Business Plans and individual improvement programs. These are divided into three levels:</p> <ul style="list-style-type: none"> • Level 1 - Department Priorities • Level 2 - Service / Unit Priorities • Level 3 - Teams Individual Priorities <p>These plans include performance measures and risk registers which highlights the barriers that need to be moved proactively to provide an efficient service to the people of Gwynedd.</p> <p>Lines of accountability from the department to the council are clearer and there's now a more direct link of corporate priorities to the education department's priorities</p> <p>Progress and the impact of action is reported on a quarterly basis and there is a procedure and a specific timetable in place to report to the Children and Young People Realisation Panel and the Cabinet. The reporting procedure will assist members of the Cabinet to prioritize what to greet as part of the Council's continuous improvement. The system also ensures that members can continue hold service teams to count for their performance, as well as helping members to identify issues for scrutiny.</p>	Complete
6	A6 Continue to implement plans to reduce the number of surplus places.	Monitoring Officers: Lead Manager (Re-organisation of Secondary Schools), Lead Manager Re-organisation of Primary Schools, Senior Schools Manager, and Officer to be designated.	Implement surplus place programmes in specific areas and catchment areas.	Continuously	<p>This recommendation is linked to P3 to P6 projects of Gwynedd Council's Strategic Plan 'Programme for a network of sustainable schools for the future'. The project's progress is reported to the Children and Young People Realisation Panel and Cabinet.</p> <p>The purpose of this programme is to create a network of sustainable schools for the future. Its delivery will create improved conditions to develop leadership, to improve and standardise education standards, and to improve experiences for children and young people. We also need to plan and model for a structure for the future, giving specific attention to planning for the next phase of the Government's capital projects.</p> <p>The main projects for gyfer 2016/17:</p> <ul style="list-style-type: none"> • P3 – Ysgol Hafod Lon • P4 – Y Gader catchment area • P5 – Ysgol Glancegin • P6 – Y Berwyn catchment area <p>For further information see the Council's Strategic Plan. A work program has been developed for 2016/17.</p>	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

4. Year 2012-2013 - Annual Review and Evaluation of Performance of the Care and Social Services Inspectorate Wales (CSSIW) Report received: 28 October 2013.

The report was presented to Cabinet on 28 January 2014, and to the Services Scrutiny Committee on 13 February 2014.

	ACTION	Leader	Implementation Plan	By when	The monitoring arrangement and the progress made so far	Rate your progress as
	Forming Services					<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
1	Maintain the momentum in terms of reorganising residential services for older people	Head of Adults, Health and Wellbeing Department	<p>Transformation of Older People Services Project 2013-14 Action Plan (specifically aiming to seek better collaboration with the Health Service):</p> <p>Residential Care</p> <ul style="list-style-type: none"> • Consider the recommendations of the Porthmadog accommodation and care assessment • Identify a way forward for the provision in the Porthmadog catchment area • Implement a programme of engagement on the way forward • Agree on the way forward with the Council's residential homes • Open a purpose-built Respite Unit as a pilot • Develop proposals 	March 2014	<p>Work is underway to develop 40 units of Extra Care Housing at Hafod y Gest site in Porthmadog March 2016, the construction period will last for 18 months, with a view to completion by October 2017.</p> <p>An Executive Group and Communications Group has been established in partnership with Grwp Cynefin. Open days have been organized for promoting the scheme in the local area during April and May 2016.</p> <p>The Older People's Housing Strategy was presented to the Cabinet March 15, 2016.</p> <p>The Council has opened short-term care units at four of its residential care homes in collaboration with Betsi Cadwaladr University Health Board.</p> <ul style="list-style-type: none"> • The units are located at: Plas y Don, Pwllheli; Bryn Blodau, Llan Ffestiniog; Llys Cadfan, Tywyn and Plas Pengwaith, Llanberis. The units are used in a number of circumstances, for example to provide respite care, to give extra care to avoid a person going to hospital or as part of improving and strengthening following illness or injury. 	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

			in order to provide a range of beds which meets the demand through the Adults Service's End to End Review			
	Seeking support					
2.	Predict the demand for community support	Head of Adults, Health and Wellbeing Department	<ul style="list-style-type: none"> Continue to monitor in order to anticipate the demand Research and analysis in relation to demographic changes and the impact on the service 	March 2014	<p>Demographic analysis is a key part of the planning cycle. Here details are submitted by the department, in order to ensure increase in demography are reflected within budgets.</p> <p>In addition in response to the Welfare and Social Services Act procedures are in place to create the General Data Set which will be used to predict future demand for services.</p>	In progress

	The services provided					
3.	Develop the range of services in the community for adult services	Head of Adults, Health and Wellbeing Department	<p>Transformation of Older People Services Project 2013-14 Action Plan (specifically aiming to seek better collaboration with the Health Service):</p> <p>Day Care</p> <ul style="list-style-type: none"> Agree on a scheme that addresses the day care needs of older people including opportunities for work / volunteering / socialising / personal care and intensive care Identify day care options at Maesincla Caernarfon Develop a joint Work Programme with the Betsi Cadwaladr 	March 2014	<p>A specialist day service for adults with memory problems has been established in Arfon in Plas Hedd Day Centre, Bangor. It is a new service provision in collaboration between Social Services and Betsi Cadwaladr University Health Board. The service is provided every Wednesday and Saturday. This is the first time the Council and the Health Board has provide such a service on Saturday.</p> <p>A lunch club has been established by Age Cymru at the Awel y Coleg Extra Care Housing. Agreement with Age Cymru to establish activities at Awel y Coleg, Y Bala.</p> <p>Age Cymru developed provision in Nefyn, Bala and Dolgellau, where AgeWell centers were established, with many 'clubs / activities' established within these centers. There are 36 clubs in Nefyn and 5 in Bala. Dolgellau Age Well center was opened in June 2013. It open for 2 days per week, and has initiated a number of activities such as internal 'clubs', 5 currently. This means that 46 activitiy clubs are now operational for individuals over 50.</p> <p>Work continues to ensure adequate provision of day care in the county</p>	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

			University Health Board regarding the specialist dementia day care provision			
--	--	--	--	--	--	--

	ACTION	Leader	Implementation Plan	By when	The monitoring arrangement and the progress made so far	Rate your progress as
						<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
4.	Develop the range of services in the community for adult services	Head of Adults, Health and Wellbeing Department	Transformation of Older People Services Project 2013-14 Action Plan and specifically: <ul style="list-style-type: none"> • Identify day care and accommodation models for people with Learning Difficulties 	March 2014	A new accommodation model development Pant yr Eithin, Harlech, has been completed for 8 adults with learning disabilities, 6 one bedroom bungalows and a two-bedroom bungalow. Work continues in the Learning Disabilities field to incorporate the 'Moving Forward' model principles in all aspects of the services offered. The vision is to ensure that all individuals achieve their full potential, and will be encouraged to aim higher and nurture new skills and experiences continually. The Learning Disability Management Team has been established under the leadership of the Senior Manager to keep focus on the developments in the field and for work and support to transform the service. In addition, the Learning Disability Project Board has been re-established in order to keep the focus and momentum on the project & savings targets. Quarterly meetings have also been arranged with health in order to be include them as part of the transformation program. Arrangements are therefore in place in the learning disability field to develop a range of services in the community.	Complete
5	Develop the range of services in the community for children services	Head of Education	Additional Learning Needs Project Action Plan 2013-14 and specifically: <ul style="list-style-type: none"> • Agree on a new model of providing educational experiences and opportunities for children with Additional Learning Needs • Decide on possible sites for establishing a new Special Education Centre of Excellence in the 	March 2014	<u>New Model</u> • A new strategy developed which offers a new more integrated way of presenting services for children with additional learning needs. These principles include the intention to pay more attention to the following: <ul style="list-style-type: none"> • Early Years and early intervention; • Establish a central team, Integrated particular specialties to facilitate co-operation and joint planning; • De-commissioning the CBAAA; • Training Program to upgrade workforce skills; • Introducing the use of Plans that focus on the individual. Hoping to get approval from the Council for adoption - december 2015. <u>New Centre of Excellence in Special Education in Meirionnydd / Dwyfor:</u> • Agreed on site at Penrhyndeudraeth and work has already begun. Hopes to complete during the October 2016 term	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

	ACTION	Leader	Implementation Plan	By when	The monitoring arrangement and the progress made so far	Rate your progress as <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
			<ul style="list-style-type: none"> • Identify day care options at Maesincla Caernarfon • Develop a joint Work Programme with the Betsi Cadwaladr University Health Board regarding the specialist dementia day care provision <p>Telecare</p> <ul style="list-style-type: none"> • Complete a review of the Telecare business case • Agree on a way forward 		A review of the business case has been made, and a way forward has been agreed.	
7	Improve the process of planning education for looked after children	Head of Children and Families Department / Head of Education	<ul style="list-style-type: none"> • The Children and Families Service to continue to monitor closely. • There is an important role for the Vulnerable Groups Education Co-ordinator to secure this and raise awareness in Gwynedd schools regarding the importance of completing the personal education plans in a timely manner. 	Continuou s	<p>The situation in terms of completing personal education plans for children in care has deteriorated further, with 25 out of 66 completed within 20 school days in 2015/16, which is 37.9%.</p> <p>The Corporate Parenting Panel has identified the personal education plans as an area requiring further work. The challenge for the Panel is to ensure that the child's voice is heard and that we respond to this.</p>	In progress
8	Ensure health services for looked after children	Head of Children and Families Department / BCUHB	<ul style="list-style-type: none"> • The Children and Families Service to continue to monitor closely. • Continue to hold the discussion with the BCUHB to ensure that the 	Continuou s	The service has been working with Betsi Cadwaladr University Health Board for several years to try to resolve the problems in conducting health assessments for children in care in a timely fashion. The Corporate Parenting Panel has been holding the Board to account to challenge health practice and ensure that improvements in procedures take place. Nevertheless, progress has been very disappointing, but this year we see an improvement in performance against this indicator since 1st quarter results show that 60.7% have been held within time and 63.4 % at the end	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

	ACTION	Leader	Implementation Plan	By when	The monitoring arrangement and the progress made so far	Rate your progress as
			arrangements for implementing health assessments are reviewed in a timely manner.		of quarter 2. This is encouraging and has reached the locally set target (60%). This continues to be lower than the average for Wales, but we think we have solved the biggest problems in terms of procedures and processes in order to see continued progress.	<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete

Delivering Social Services						
9.	Establish a quality assurance system in the services for adults.	Head of Adults, Health and Wellbeing Department	<ul style="list-style-type: none"> • In terms of data – develop a new system which will draw out data directly from the Department’s Data Recording Management system and will report on data quality. • Use the new system to report on a quarterly basis. • Prepare, develop and promote guidelines for using the system for employees within the priority fields. • Draw up and agree on a quality assurance strategy across the service. 	March 2014	<p>A new system was developed by March 2014 in order to pull data directly from the Department Data Entry Control system highlighting any data quality issues. This is used from now on to report data or performance management according to need.</p> <p>The creation of a quality assurance strategy is being addressed and is being planned within the new structure of the Adult, Health and Welfare Department.</p>	In progress
Provide a direction						
10	i. Ensure corporate support for looked after children, in particular in the	Head of Children and Supporting	<ul style="list-style-type: none"> • Develop a Strategy • Implement the Strategy. 	April 2014	The Corporate Parenting Strategy is in the process of being finalized, and will focus on securing the support of education for children in care. The strategy has been in draft form for some time, and it’s completion was delayed following the loss of a job. Since October 2015 a decision has	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

	education planning field.	Families Department			been made that the operational responsibility for the work of the Corporate Parenting Panel sits within the Children and Supporting Families Department instead of the Corporate Support Department, and ensuring that a clear strategy and action plan is in place is a priority for the work program.	
--	---------------------------	---------------------	--	--	---	--

5. May 20 – 22 May 2014: National Review of the Use of Deprivation of Liberty Safeguards (DOLS) in Wales 2014 - Gwynedd Local Authority and Betsi Cadwaladr University Health Board - Care and Social Services Inspectorate for Wales (CSSIW)

Ref	Further proposals for improvement	Responsibility	Implementation Plan	By When	The monitoring arrangement and the progress made so far	Rate your progress as
						<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
1	The Council and Health Board should continue to develop understanding of the Mental Capacity Act, DoLS and the implications of the Supreme Court at all levels. It should ensure that it builds on the existing knowledge and skills of care managers in adult services so that where there are authorised deprivations in place, care management reviews reflect consideration of their outcome and effectiveness. The links between care management and contract monitoring in adult services should be more robust.	Head of Adults, Health and Wellbeing Department			<p>A Training programme is in place to ensure training opportunities for all staff and any other relevant person to work in accordance with Mental Capacity Act 2005.</p> <p>The Adult, Health and Wellbeing Department has appointed a DoLS Co-ordinator who liaises and updates the care homes/managing authority in Gwynedd in relation to any changes and to provide support as and when needed.</p> <p>The DoLS Coordinator has compiled an information pack to support all workers involved with people who could be deprived of their liberty and how to identify if a person meets the DoLS criteria</p> <p>The DoLS Coordinator works closely with the Managing Authorities and the Local Authority to ensure that all involved with the process are clear in regards to what needs to be completed and what criteria needs to be met. If there is any uncertainty the coordinator will visit all relevant parties to discuss the process and criteria, this builds up on their knowledge and improves working in partnership.</p> <p>The Department is adopting a category management process which will make the links between care management and contracts monitoring more robust</p>	In progress
2	The Council and Health Board should ensure that it reports performance information on the Safeguards to senior managers and elected members regularly.	Corporate Director			<p>Wider safeguarding arrangements are being put in place by the Department</p> <p>Regular reports are prepared and any concerns raised are highlighted. Data collection is reviewed and updated on a monthly basis, and information shared with managers at all times. Annual report is provided to the CSSIW of every referral that the supervisory body are in receipt of.</p>	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Further proposals for improvement	Responsibility	Implementation Plan	By When	The monitoring arrangement and the progress made so far	Rate your progress as
3	The Council should examine its management arrangements to ensure that there are no conflicts of interest between its supervisory body and managing authority functions.	Head of Adults, Health and Wellbeing Department			<p>The Department is currently reviewing the management structure.</p> <p>A DoLs co-ordinator has been appointed to gate keep and monitor all incoming referrals and liaises with the legal department to ensure that there is no conflict of interest.</p> <p>We are very mindful to ensure that Best interest assessors have no connections with the client they are assessing.</p> <p>Any concerns raised will be highlighted to the co-ordinator and alternative assessors will be found whether it's an independent assessor.</p> <p>The co-ordinator is aware that in some cases the establishment will be a supervising body as well as a management authority. It will ensure that the assessors will comply with the assessors' assessment legislation. Every assessor must make their decision, ensuring that the appropriate level of objectivity is given in the assessment process. We follow the Practice Code.</p> <p>As a Supervisory Body we seek to avoid appointing assessors in any other possible conflict of interests or situations that might bring into question the objectivity of an assessment. The coordinator is aware of what is considered a conflict of interest and all best interest assessors are aware that they need to inform the Supervisory Body if they know the person being assessed or their family</p>	<p>Complete</p> <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
4	The Council and the Health Board should each develop more robust quality assurance mechanisms, so that all applications, assessments and authorisations comply with legislation, guidance and case law.	Head of Adults, Health and Wellbeing Department			<p>The Department has put in place wider safeguarding procedures</p> <p>Monthly meetings will be held with all the Best Interest Assessors to provide a forum for them to share their knowledge and build on skills.</p> <p>All applications, assessments and authorisations are checked thoroughly. The assessments are checked on three levels, 1) Best Interest Assessor 2) Then by the Coordinator 3) Then by the Supervisory Body.</p> <p>National changes to the DoLs arrangements have strengthened procedures. This process reduces the risk of any failings.</p> <p>The coordinator attends specific groups to discuss legislation and policy across Wales in order to keep up with Developments.</p>	<p>Complete</p>

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Further proposals for improvement	Responsibility	Implementation Plan	By When	The monitoring arrangement and the progress made so far	Rate your progress as
5	The Council and the Health Board should each review the BIA and Section 12 doctor capacity to ensure that they are able to meet the requirements of the legislation and the Supreme Court judgment.	Head of Adults, Health and Wellbeing Department			There is an established procedure and Recruitment and Training Best Interest Assessors is a permanent task and we are aiming to qualify more staff in order to improve and build on services, knowledge and skills that already exist within our area.	Complete
6	The Council and the Health Board should each review their engagement with the relevant person, their families and carers. They should seek feedback on the clarity and effectiveness of available information. They should include details of how to express compliments, concerns and complaints.	Head of Adults, Health and Wellbeing Department			The relevant person is an important factor in this assessment process and provides pivotal information. The main priority of any BIA is to gather that information and attempt to ascertain their wishes and feelings.	Complete
7	The Council and the Health Board should consider where closer partnership working could bring additional benefits and improve outcomes for the relevant person and their families.	Head of Adults, Health and Wellbeing Department			Every 3 months a regional meeting with representatives from health, social services and advocacy meet to discuss legislation, and how we can work together to improve the service for the person.	Complete
8	The Council and the Health Board should each ensure that Mental Capacity Act and DoLS training for managers and staff in all relevant social and health care settings becomes mandatory and is delivered regularly. They should audit the effectiveness of all such training.	Head of Adults, Health and Wellbeing Department			Training programme is in place under the usual departmental procedures.	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

6. May 2014: Good Scrutiny? Good Question

This report does not include recommendations which were referred to the Welsh Government therefore, those references have been left out.

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
1	Clarify the role of executive members and senior officers in contributing to scrutiny	Senior Manager – Democratic and Delivery	The scrutiny work program this year includes more policy items which are considered in advance. However, there is recognition that this does not go far enough. The Council's Audit Committee will discuss an action plan to respond to the recommendation in the new year. Electronic Link	A 360 degree review recent work by the Council and the Wales Audit Office has confirmed the need to do something about the gap that has been between scrutiny and the Executive. A sub-group which is leading the response to the WAO report has already approved some measures to tackle that in looking at the model of scrutiny and identification of specific items so-scrutiny	In progress
2	Ensure that scrutiny members and specifically scrutiny chairs, receive training and support to fully equip them with the skills required to undertake effective scrutiny.	Senior Manager – Democratic and Delivery	The work plan will go to the Audit Committee for discussion in the new year. In the meantime, a training course has been developed in conjunction with the Local Government Association and piloted for scrutiny members. The pilot course was held and a further course in February. Electronic Link	Training sessions have been developed and run in conjunction with the Local Government Association with 21 members attending over 2 sessions. It is intended to rerun such a session during the year as well as running 1: 1 sessions with any new scrutiny members.	In progress
3	Further develop scrutiny work programming to: <ul style="list-style-type: none"> • provide a clear rationale for topic selection • be more outcome focussed • 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 	Senior Manager – Democratic and Delivery	The process for producing the work program is sound but needs to ensure greater consistency in its implementation. The work plan will go to the Audit Committee for discussion in the new year. More information can be found at Electronic Link	This year, in formulating the forward program of scrutiny for the year, particular attention was given to the proportion of different pre-scrutiny items. They are noted as pre-scrutiny items and they will therefore be reported on we will be able to track and measure the influence of pre-scrutiny decisions as executive decisions are made	In progress
4	Ensure that scrutiny draws effectively on the	Senior	The work plan will go to the Audit Committee for discussion in the new year. More	The procedure is in place to allow the Audit Committee to refer matters to scrutiny committees but has not yet been implemented.	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
	work of audit, inspection and regulation and that its activities are complementary with the work of external review bodies.	Manager – Democratic and Delivery	information can be found at Electronic Link	As it turns out there are a number of external auditors reports issues identified for 2016/17 pre-program	
5	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.	Senior Manager – Democratic and Delivery	The work plan will go to the Audit Committee for discussion in the new year. More information can be found at Electronic link In the meantime, we have initiated a procedure of introducing the main scrutiny committee recommendations to Cabinet.	The emphasis by Scrutiny this year is to try to be much more sharp and decisive in terms of scrutiny recommendations in order to track the influence of the scrutiny on implementation. This will be of benefit to writing the 2016/17 scrutiny report and there will be a way of evaluating the impact of scrutiny generally at that time. No methodology has been identified as yet to do so.	Being planned
6	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.	Senior Manager – Democratic and Delivery	The Council intends to look at good practice and learning from other councils. The work plan will go to the Audit Committee for discussion in the new year. More information can be found at Electronic link	The Sub-Group has undertaken an evaluation of current Scrutiny Arrangements and have concluded that the specific areas that need improvement are, namely: - <ul style="list-style-type: none"> • Strengthening the connection with dialogue between Scrutiny and Cabinet by doing more work to develop joint policies (the scrutineers with the Cabinet) • Clarity is needed on why we need scrutiny and appropriate skills and resources • Committee membership boundaries too sacred and the workload is inconsistent • Slow down the process and frequency of meetings An Action Plan to respond to this is in progress	In progress
7	Implement scrutiny improvement action plans developed from the Wales Audit Office improvement study.	Senior Manager – Democratic and Delivery	The Work Plan submitted to the Audit Committee in the new year.	The Action Plan approved by the Audit Committee is in progress and being further developed by the Scrutiny Arrangements Subgroup	In progress
8	Adopt Participation Cymru's 10 Principles for Public Engagement in improving the way scrutiny engages with the public and stakeholders.	Senior Manager – Democratic and Delivery	The work plan will go to the Audit Committee for discussion in the new year. More information can be found at Electronic link .	The Corporate Scrutiny Committee has evaluated the Council's engagement arrangements during 2015/16. Gwynedd Council has approved Participation Wales Principles and those principles will be followed in the further work that the Corporate Scrutiny Committee wants to achieve in 2016/17 for the simplest use of language understandable (which is part of the principles)	In progress

7. July 2014: Young People not in education, employment or training – Findings from a review of council in Wales

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measure	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
1	Together with partners, map and review expenditure on NEETs services to better understand the resources required to deliver the Framework.	Comunity Learning Senior Manager	During 2016 further work will be done regarding the analysis of expenditure and local resources for the group of young people not in education / training / employment. The cost of the recent mapping will be completed by March 2106. The Executive Youth Panel will have a key role in this process with recommendations shared with the Youth Engagement and Progression Framework (YEPF) Group Management.	<p>Mapping of support and provision services for the group Not in Education, Employment or Training (NEET) aged 16-24 has been completed in August 2014 and updated in November 2015. It includes information on mainstream services and European Social Fund (ESF) / short-term grant projects. There are around 40+ local providers who work with NEET group aged 16-24 with some providers targeting specific young people groups such as after care young people / mental health etc.</p> <p>An information event for support / provision for the 16-24 group is scheduled for June and will be attended by local providers. The event is targeted at agencies that do not currently provide services in Gwynedd in order to address gaps and local. A mapping exercise has been completed regarding the development of the regional ESF ADTRAC plan in context of the NEET target group. 400 16-24 year old unemployed individuals have been identified as a target group for the project- with an estimated 60 million cost to the public sector in Gwynedd if this group continues to be long-term unemployed.</p>		In progress
2	Clarify their strategic approach to reducing the proportion of 19 to 24 year olds who are NEET as well as their approach for 16 to 18 year olds.	Comunity Learning Senior Manager	We are in the process of establishing procedures for improving the transfer of young people not in education / training / employment services to adult services/ Jobcentre Plus before 18. A system will be introduced as part of the Young	16-18 yr old Tracking systems: Guidelines for tracking and keeping in contact are in place within the authority for the group aged 16-18. Tier 5 data by Careers Wales is shared monthly with the Engagement Manager and staff resources regarding the keeping in	The number of individuals in Tier 1 and who are unknown in Gwynedd has decreased over a period of 6 months.	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measure	Rate your progress:
			People executive panel referral form "transition" phase with Jobcentre Plus. We are also in the process of adjusting WASPI (Wales Accord on the Sharing of Personal Information) for the Jobcentre Plus and share data. We receive data NOMIS (National Office Labour Market Statistics) monthly, but recently we have received data numbers as well as areas from the ESA (Employment Support Allowance) for the 18-24 age group. ADTRAC 16-24 will be putting plans in place to reduce the number who are NEET in the age group 18-24 years old and targeting those who have registered for JSA within the first 6 months and targeting areas where there are high numbers who claim ESA eg Barmouth area in South Meirionnydd.	contact work is in place. (Workers' Youth). An executive Youth Panel 16-24 has been established within the authority where there are representatives from relevant agencies. A WASPI information-sharing agreement is in place and signed regarding sharing data. The panel is responsible for identifying the key worker and discussing / recognize the right provision. Work Clubs have been set up by the Youth Service / Careers Wales and Jobcentre for the group aged 16-24 with referrals from the job center.		<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
3	Focus on young people with significant or multiple barriers to engaging with education, employment or training rather than those who are more likely to re-engage without significant additional support.	Comunity Learning Senior Manager	Central referrals system through the Engagement Manager and the Youth Executive Panel 16-24.	Analysis and overview of the needs of vulnerable groups of young people within the County has been completed in August 2015. The data has been presented to the YEPF Management Group for prioritizing resources regarding the engagement framework. The data has been used to drawing up the ESF AD-TRAC 16-24yr old plan. Detailed data has been collected for young people in care and aftercare, young parents, young people who have needs and learning difficulties, mental health and young carers etc.	Current data for vulnerable groups in Gwynedd and evidence that a key worker has been identified through the young people's 16+ panel. Projects such as PACE / Young Parents are beginning to make a difference regarding the support of vulnerable groups.	In progress
4	Develop their objectives and targets for reducing the number of young people NEET so that they can be held to	Comunity Learning Senior Manager	System for 19-24 year olds in place. New schemes and projects such as AD-TRAC, improving tracking systems and impact and progress measurement within the authority.	A YEPF action plan is in place since March 2014 with clear targets regarding the 6 key areas. The plan will be completed by the Engagement Manager and monitored by the YEPF Management Group as part of the council's		In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measure	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
	account and their work aligns with the Welsh Government's targets and objectives.			strategic plan and under the "Early Intervention" field. A copy of the detailed operational plan / strategically within the authority is available which identifies priorities and progress. The authority has used the framework of engagement grant for a secondment from Careers Wales to lead the work since April 2014. Significant progress has occurred during the past 18 months regarding developing early identification systems before the age of 16, designing a tracking system and keeping in touch 16-18, WASPI information sharing agreement pre and post 16, in place and approved, mapping support and provision elements, establishing work clubs.		
5	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.	Senior Manager – Democratic and Delivery		There is a Lead Cabinet Member for Children and Young People and the NEET Young People area is under the responsibility of this member. The member receives an update on the governance framework under Gwynedd Council's Strategic Plan. The Engagement Framework is part of the Preventive Program which reports to the Children and Young People Achievement Panel, which is chaired by the lead member and which brings together other elected members and heads of various departments. As part of the Council's scrutiny arrangements the Cabinet Member reports on the progress of Strategic Plan projects to the Cabinet, any project can be called to scrutiny as necessary.		In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measure	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
6	Improve the evaluation of the effectiveness and relative value for money of the services and interventions in their area that are intended to reduce the proportion of young people who are NEET.	Comunity Learning Senior Manager	As part of the Engagement Framework and action plan an evaluation system for measuring the effectiveness of the 6 areas - with regard to the early identification system and its impact, the role and impact of key employees, and keep in tracking system link, the effect of local provision is needed to be actively develop. We have been working together on a regional level with the early identification system and further options regarding working together to measure the impact of various systems.	<p>A plan is in place to monitor the impact of the pre 16 early identification system across the region. The engagement manager has regular meetings with the TRAC Manager in measuring the impact on the identified group</p> <p>Mapping of services and support for young people aged 16-24 has been completed recently and the data has been used as an effective way of monitoring what difference those services have on the engagement of young people.</p>		In progress

8. Year 2013-14: Annual Review and Evaluation of Performance of the Care and Social Services Inspectorate Wales (CSSIW)

The report was circulated to the relevant officers and the relevant members. The report was presented to the Services Scrutiny Committee on 11th December 2014 by Marc Roberts and Vicky Poole, of the Care and Social Services Inspectorate Wales together with the Council's implementation plan. The Care and Social Services Inspectorate Wales report was also presented to the Cabinet on 19th February 2015 where it was agreed to give the go-ahead to the work programme that responds to the Inspectorate's recommendations and areas for improvement.

Improvement Area	Comments made by CSSIW in their annual evaluation of Gwynedd 2013-14	Action Plan	How do we monitor	Progress situation as at end of May 2015	Comments raised by the Service	Responsibility	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete 	
Shaping Services								
1	Strategic planning with Betsi Cadwaladr University Health Board (BCUHB) in Child and Adolescent Mental Health Services (CAMHS).	The Child and Adolescent Mental Health Service (CAMHS) is part of BCUHB and do not monitor the therapeutic service to looked after children/young people placed out of authority unless they have made a financial contribution towards the placement.	<ul style="list-style-type: none"> • Meeting held at the beginning of Summer 2014, between the Council and BCUHB Senior managers, to discuss this area. • Further discussions to be held. 	Children and Supporting Families Departmental Management Team and if required escalate to the: - Children and Young People	<ol style="list-style-type: none"> 1. Meeting held early Summer 2014 between the Council and BCUHB Senior Managers to discuss this area. 2. High level meetings to continue. 3. Sub meetings also held as a result of the 	Sub meetings also held as a result of the Summer 2014 meeting and these are held quarterly. This is a positive step so to improve the strategic relationship for the future.	Head of Children and Supporting Families Department	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

	Improvement Area	Comments made by CSSIW in their annual evaluation of Gwynedd 2013-14	Action Plan	How do we monitor	Progress situation as at end of May 2015	Comments raised by the Service	Responsibility	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
				Achievement Panel and - Corporate Parenting Panel	Summer 2014 meeting.			
2	Using information from looked after panels to describe the population needs and trends.	The council's systems do not routinely capture a profile of the looked after children population and their assessed needs. This information is essential if the authority is to evaluate the effectiveness of its placement and permanency strategies and predict future resource needs. The information presented to the various panels could contribute to a detailed profile of presenting need.	<ul style="list-style-type: none"> • The Children and Supporting Families Department has established permanent care planning panels, resource panels to look at new applications and a statutory placements Commissioning Panel and a Placements Management Panel. • There will be a requirement to summarise the information on care needs from these structures so to feed into the service's care strategies. 	The Children and Supporting Families Department through the: <ol style="list-style-type: none"> 1. Permanent Care Planning Panels 2. Resource Panels 3. Statutory Placements Commissioning Panel 4. Placements Management Panel If required escalate to the Children and Young People Achievement Panel	<ol style="list-style-type: none"> 1. Panels established and are being held. 2. Placement Management Panel established in addition and as a result of the conclusions stemming from the Children End to End review. This keeps the focus on new placements, and ensures that children return home timely. 	The Department will be able to pick out and identify tendencies stemming from these panels but to acknowledge that this will be a process over time.	Head of Children and Supporting Families Department	Complete
Getting help								

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

	Improvement Area	Comments made by CSSIW in their annual evaluation of Gwynedd 2013-14	Action Plan	How do we monitor	Progress situation as at end of May 2015	Comments raised by the Service	Responsibility	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
3	Timeliness of initial assessment in children's services.	The percentage of initial assessments completed within seven days needs improvement; in 2013-14 the council completed 67% of initial assessments in seven working days compared to a Welsh average of 72%.	<ul style="list-style-type: none"> • One social worker role added to the Referral Team capacity. • Arrangement in place to ensure that a senior worker approves assessments so to improve the 7 day performance. • Work to improve arrangements, including regular preparation of reports to remind managers of cases that require closing. 	Children and Supporting Families Departmental Management Team and if required escalate to the: - Children and Young People Achievement Panel	<p>Achievement at the end 2015/16 for (SCC/042a) was 61% which is slippage 2014/15 result of 70%.</p> <p>The matter is receiving attention from the service and reasons are being analyzed.</p>	Efforts continue to ensure that we understand the reasons for any cases which have not met the requirements.	Head of Children and Supporting Families Department	In progress
4	Continued improvement to reduce the number of children re-referred.	There has been a reduction in percentage of children being re referred from 39% in 2011-12 to 26.6% in 2013-14; however, this still remains above average for Wales and is an area for continued improvement.	<ul style="list-style-type: none"> • The Children and Families Department to monitor closely to ensure and maintain continued improvement. • Systems of the Children and Families Department now differentiates between referrals and notifications, whereas this was not the case in past, which has led to improvement. 	Children and Supporting Families Departmental Management Team and if required escalate to the: - Children and Young People Achievement Panel	<p>1. Achievement at the end of 2015/16 for (SCC/010) was 24.8% which is further improvement on the 2014/15 achievement of 25.7%.</p> <p>2. The measure is therefore moving in the right direction</p>	Efforts continue and arrangements still implemented to ensure maintaining the improvement.	Head of Children and Supporting Families Department	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

	Improvement Area	Comments made by CSSIW in their annual evaluation of Gwynedd 2013-14	Action Plan	How do we monitor	Progress situation as at end of May 2015	Comments raised by the Service	Responsibility	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
5	Awareness and use of advocacy services.	<p>The LAC inspection reported that young people said that they were encouraged to attend their reviews and that advocacy was available. The inspection found that the quality of the care plans was variable and needed to be refreshed by subsequent assessment.</p> <p>Some young people seen were not aware of the advocacy service and take up of the advocacy service is low with the issue based approach and lack of Welsh speaking advocates being identified as obstacles.</p>	<ul style="list-style-type: none"> • Create a regional consortium (North Wales) in order to ensure agreement on a Regional Advocacy service provision from April 2015 onwards. • Tendering process for a Regional Advocacy service. • Appoint an Advocacy service provider for the North Wales region. • Regional Advocacy service being provided. • Review of the steps to raise awareness and an increase in the use made of the service. 	<p>Children and Supporting Families Departmental Management Team and if required escalate to the:</p> <ul style="list-style-type: none"> - Children and Young People Achievement Panel - Corporate Parenting Panel - North Wales regional advocacy Consortia 	<ol style="list-style-type: none"> 1. Regional consortia established. 2. The tendering process has occurred and the process of deciding on the successful provider was completed by the end of January 2015. 3. The result of this work is that an advocacy provider has accepted a contract to provide over the 6 Counties in the North operational from 1st April 2015. 	<p>As a result of this work, we are contributing towards a national advocacy review with the intention of establishing a national service in the near future.</p>	<p>Head of Children and Supporting Families Department</p>	<p>Complete</p>
The services provided								
6	Consistency in responding to complaints	<p>The council has made improvements to its complaints process and the corporate oversight of complaints. Learning from complaints and using them to improve services is an important theme in "Ffordd Gwynedd", strategic matters and all investigations by the Ombudsman are now considered by the corporate director.</p> <p>There are examples where complaints involved those who complained in identifying improvements and solutions, but there still is a need to further improve the consistency and management of complaints.</p> <p>The council plans to improve the service and respond to the Welsh</p>	<ul style="list-style-type: none"> • Develop / review a Quality Assurance Strategy for the service that shall include the comments and complaints processes. • The staff of the Customer Care Unit to attend specialist training on complaints and data protection so to develop the skills of the staff and information base of the unit. • Implement in accordance with the 2013 Welsh Government's complaints arrangements and regulations (statutory on 1st June 2014) in light of 	<p>Adults Health and Wellbeing Departmental Management Team</p> <p>Annual Progress Report to CSSIW</p>	<ol style="list-style-type: none"> 1. We have launched a new local policy, held awareness raising sessions for staff and managers and launched a new leaflet for users. 2. A project is in progress to collaborate with young person to develop a specific sheet for children and young people on the complaints process. 3. The Customer Care Unit Staff have attended specialist complaints training in order to develop the staff's skills and the knowledge base of 	<p>Learning from complaints and making use of the information to improve services are important themes within the Gwynedd way of thinking to ensure that the citizen is central to everything that we do. The Corporate Director considers all reviews undertaken by the Ombudsman and responds to Stage 2 complaints.</p>	<p>Head of Adult, Health and Wellbeing Department</p>	<p>Complete</p>

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

	Improvement Area	Comments made by CSSIW in their annual evaluation of Gwynedd 2013-14	Action Plan	How do we monitor	Progress situation as at end of May 2015	Comments raised by the Service	Responsibility	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
		Government new guidance regarding the management of complaints.	<p>the new guidance – Doing Things Right.</p> <ul style="list-style-type: none"> • In light of the new National regulations, revise the Department's complaints guidelines and policy. • Publish information sheets in light of the revisions to guidelines and policy. • Training circle offered to staff all over the Social Services field. 		<p>the unit.</p> <p>4. Training has been designed for Service Managers</p> <p>5. An e-learning module on the complaints process is also being developed for front line staff.</p> <p>6. Quarterly complaints reports are being created by the Unit that highlight any statistics, response performance, matters arising and lessons to be learnt. There is also an annual report on matters over the year. These reports are shared with Management Teams and Managers in order to bring to their attention any issues and lessons to improve services as a result.</p>			
7	Access to health care and accommodation for looked after children (Accommodation)	The CSSIW fostering inspection found that children and young people have secure placements where their needs are met. Children have a voice and have opportunities to speak up, and they can influence the way the service is delivered. The CSSIW inspection of Drws y Nant the council's commissioned children's home found a very strong sense of person centred care where	<ul style="list-style-type: none"> • Work towards increasing the range of internal foster carers. • Increase the range of placements available so to meet the needs of children and young people with complex needs that receive care. 	Children and Supporting Families Departmental Management Team and if required escalate to the: <ul style="list-style-type: none"> - Children and Young People Achievement Panel and 	<ol style="list-style-type: none"> 1. Efforts continue. 2. Gwynedd is part of a pilot for the "When I'm Ready" scheme along with Merthyr and Rhondda Cynon Taf Councils. The "When I'm Ready" scheme promotes the principle that the process of raising a child does not come 	The use of fostering agencies is lower than previous years with regards new placements. The work is continuously challenging particularly so placements for children in their teens and those between 0	Head of Children and Supporting Families Department	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

	Improvement Area	Comments made by CSSIW in their annual evaluation of Gwynedd 2013-14	Action Plan	How do we monitor	Progress situation as at end of May 2015	Comments raised by the Service	Responsibility	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
		<p>young people said they were listened to and valued.</p> <p>However, the looked after children inspection looked at young people with complex needs and found that the range of placements available was not sufficient to meet the complex needs of some young people and appropriate “matching” needs to foster carers’ skills did not always take place. The council is working to increase the range of in house foster carers to meet this need.</p>		- Corporate Parenting Panel	<p>to an end when young people reached eighteen years of age. The scheme provides young people with the option of continuing to receive help and support whilst remaining in their fostering placements beyond 18 year of age. As part of being involved in the pilot scheme the Council has:</p> <ul style="list-style-type: none"> • Introduced the scheme to the 16+ Team in order to discuss the options with young people and their foster carers. • Provided monthly updates and data to the monitoring group, including feedback on lessons learnt in order to refine the final guidance that will be published by the Welsh Government when the scheme is rolled out across Wales. • Developed a draft policy and practice guidance through the monitoring group. • Held two focus 	<p>and 2 years of age. A report was put before the June 2014 Services Scrutiny Committee on "When I'm Ready" Leaving Care Scheme.</p>		

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

	Improvement Area	Comments made by CSSIW in their annual evaluation of Gwynedd 2013-14	Action Plan	How do we monitor	Progress situation as at end of May 2015	Comments raised by the Service	Responsibility	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
					groups for young people and foster carers in order to gain their views on the scheme. These meetings were facilitated by Action For Children. • Developed a cost impact analysis led by Rhondda Cynon Taf. • Developed a draft outcome measurement framework for young people who have been part of the scheme.			
8	Access to health care and accommodation for looked after children. (Health)	The national LAC inspection identified a need to develop looked after children's access to primary health services and move on accommodation. As part of its corporate parenting responsibilities, the council should ensure that children who they look after can use primary healthcare. Performance in being registered with a GP within 10 days declined from 92.5% in 2012-13 to 78.4% in 2013-14. Whilst the percentage of health assessments for looked after children improved by 15% to 46%, it still remains significantly below the Wales average of 81%.	<ul style="list-style-type: none"> •The Children and Families Department to continue to monitor closely. • Continue to hold the discussion with the BCUHB to ensure that the arrangements for implementing health assessments are reviewed in a timely manner. • This area is reported on regularly to the Corporate Parenting Panel. 	Children and Supporting Families Departmental Management Team and if required escalate to the: <ul style="list-style-type: none"> - Children and Young People Achievement Panel and - Corporate Parenting Panel 	1. Achievement at the end 2015/16 for (SCC/039) was 60.2% which was an improvement on the 2014/15 achievement of 50.6%. 2. Ambition for 2015/16 for SCC/039 was 60% so have achieved target The performance was 10% better than the previous year which is encouraging, however it remains much lower than the	This is a matter of concern to the Council and is an area receiving attention from the Corporate Parenting Panel which continues to undertake discussions with BCUHB to ensure an improvement.	Head of Children and Supporting Families Department	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Improvement Area	Comments made by CSSIW in their annual evaluation of Gwynedd 2013-14	Action Plan	How do we monitor	Progress situation as at end of May 2015	Comments raised by the Service	Responsibility	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete 	
				Welsh average of 81%.				
Effects on people's lives								
9	Evaluation of the impact of the corporate safeguarding structures.	In 2013-14 Gwynedd and Anglesey councils established a joint Safeguarding Adults Board. The board has developed a work programme to increase understanding of safeguarding and develop a preventative approach to safeguarding adults.	<ul style="list-style-type: none"> • Policies and arrangements reviewed annually and approved by the Strategic Safeguarding Panel. • Impact measurement reporting arrangement in place and reporting to the Strategic Safeguarding Panel, the Cabinet and Management Team. • Annual audit undertaken measuring the quality of safeguarding policies and arrangements and awareness of staff on how to respond in times of concerns. • Ensure an independent audit of the quality of safeguarding policies and arrangements through the sampling arrangements and the level of staff awareness within the Council. • Implement and act upon the audit recommendations. 	Strategic Safeguarding Panel Cabinet Corporate Management Team	<ol style="list-style-type: none"> 1. Corporate arrangements continue. The Strategic Safeguarding Panel meets regularly every 6 weeks to 8 weeks and the Operational Panel meets monthly. 2. A report was submitted to the Cabinet on 16 December 2014 reporting on the results of 3 Safeguarding related inspections. The report concentrated on the corporate recommendations made by the auditing bodies. 3. The recommendations and intentions were approved by the Cabinet. The Panel agreed to incorporate these recommendations into the 2015-2016 Work Programme. 4. The audit commissioned by the Strategic Panel "Audit - Safeguarding Children and Adults (Gwynedd Council) 	The 3 reports which were the basis for the discussion in the December 2014 Cabinet were: i. "Report on the quality of local authority education services for children and young people." Estyn and the Wales Audit Office in March 2013. ii. "National Inspection of Safeguarding and Care Planning for looked after children and care leavers who exhibit vulnerable or risky behaviours." CSSIW in August 2014 iii. "Local Authorities' Safeguarding Children Arrangements" Wales Audit Office in October 2014.	Corporate Director	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

	Improvement Area	Comments made by CSSIW in their annual evaluation of Gwynedd 2013-14	Action Plan	How do we monitor	Progress situation as at end of May 2015	Comments raised by the Service	Responsibility	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
					and carried out by an external expert was published. This is a positive report that includes a series of recommendations. These were discussed in the Strategic Panel and a decision made to incorporate them into the 2015-2016 Work Programme.			
10	Timeliness of child protection conferences.	The council has reduced the number of children it looks after from 203 in 2012-13 to 185 in 2013-14. It has significantly improved its performance in the timeliness of reviewing the care plans of looked after children, with 94.3% now being carried out within statutory timescales compared to 75.4% in 2012-13. However, this remains below average for Wales (95.9%).	<ul style="list-style-type: none"> • The Children and Families Department to continue to monitor closely. • The Children and Families Department to receive from Independent Reviewing Officers the reasons on each late review and to respond as is appropriate. 	Children and Supporting Families Departmental Management Team and if required escalate to the: <ul style="list-style-type: none"> - Children and Young People Achievement Panel and - Corporate Parenting Panel 	<ol style="list-style-type: none"> 1. Monitoring and accepting reasons for late conferences continues. 2. Performance for the end of 2015/16 SCC / 014 was 86.7% and SCC / 034 was 85.5%. 	The Department keeps a close eye on the reasons why conferences are late and have found a clear pattern of failing to get a quorum (in line with the All Wales Child Protection Procedures) to conduct a conference review in particular. The chair will make a decision based on professional judgment to continue the conference without the key partners, or to defer to ensure attendance. The issues are brought to the attention of statutory partners regularly to seek a solution.	Head of Children and Supporting Families Department	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

	Improvement Area	Comments made by CSSIW in their annual evaluation of Gwynedd 2013-14	Action Plan	How do we monitor	Progress situation as at end of May 2015	Comments raised by the Service	Responsibility	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
Delivering Social Services								
11	Raise awareness of the implications and requirements of Deprivation of Liberty Safeguards (DoLS) and improve the governance arrangements for the operation of the procedures.	<p>The CSSIW DoLS inspection found that the appropriate training was provided to the specialist assessors who were supported by knowledgeable and experienced managers. Local training and promotion of the DoLS outside the council had not resulted in wide awareness and understanding of the safeguards. The need to increase DoLS training and awareness reflects a more general need to mainstream the DoLS throughout the council, social care and health. Inspectors noted that the council should examine its management arrangements to ensure that there is no conflict of interest between the supervisory body that oversees the DoLS assessment process and the managing authority that is responsible for the care provided.</p> <p>Recent case law has considerably widened the scope for potential application of the DoLS safeguards and this is already having a marked impact upon demand and the need for the council to appropriately respond. The council has 9 best interest assessors and is in a good position to meet the increase in demand.</p>	<ul style="list-style-type: none"> • Revise Gwynedd's DoLS arrangements. • Appoint a DoLS Co-ordinator for Gwynedd. • Preparations with regards training staff on the DoLS arrangements and requirements. • Formulate a DoLS work programme in relation to further work to respond locally to DoLS obligations. • Prepare and submit a financial bid for permanent funding, to fund the DoLS Co-ordinator post and fund a solicitor and administrative support to undertake DoLS requirements, from 2015 onwards as part of the Council's bidding process. 	<p>Adults Health and Wellbeing Departmental Management Team</p> <p>Strategic Safeguarding Panel</p>	<ol style="list-style-type: none"> 1. Reviewing of Gwynedd DoLS arrangements has occurred. 2. A DoLS Co-ordinator for Gwynedd has been appointed. 3. A bid formed and submitted for permanent funding, for the purpose of funding the DoLS co-ordinator and to fund a lawyer and administrative support to undertake the DoLS requirements, from 2015 onwards as part of the Council bidding process. 4. Staff training arrangements with regards DoLS arrangements and guidelines. 5. The work of formulating a DoLS work plan for further efforts, to respond locally to DoLS obligations, to be completed by end of March 2015. 	<p>It is apparent that the financial bid for permanent corporate resources has not been successful. A need therefore to identify resources from the Department's budgets (acknowledging the efficiency savings and cuts agenda that we face). The number of DoLS applications has increased significantly between 2013-14 and 2014-15.</p> <p>DoLS applications 2013-14 : 7 DoLS applications 2014 - 15 : 365 Authorised applications: 152 Applications assessed but which do not meet th DoLS criteria: 25 Inappropriate referrals : 69 Waiting list: 119 Total medical costs since April 2014 - £26,411.72</p>	Head of Children and Supporting Families Department	Being planned
12	Quality assurance - Adults Health and Well-being Department	<p>The council's ability to accurately report on performance has continued to improve. Risk management within the service has improved with regular use and updating of a risk register.</p>	<ul style="list-style-type: none"> • In terms of data – develop a new system which will draw out data directly from the Department's Data Recording Management 	Adults Health and Wellbeing Departmental Management Team	A new system was developed by March 2014 to pull data directly from the Department Data	We shall prepare quarterly reports pulling out the key messages arising from complaints, any audits and information	Head of Adult, Health and Wellbeing Department	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

	Improvement Area	Comments made by CSSIW in their annual evaluation of Gwynedd 2013-14	Action Plan	How do we monitor	Progress situation as at end of May 2015	Comments raised by the Service	Responsibility	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
		<p>The council has not established a comprehensive quality assurance system. It plans to do so in 2014-15.</p> <p>The need to improve quality assurance was noted by CSSIW in last year's annual evaluation report. It is also an area for improvement in both of the recent national inspections and in the adoption inspection report. The council is introducing a cross cutting children and adults safeguarding and quality assurance team.</p>	<p>system and will report on data quality.</p> <ul style="list-style-type: none"> • Use the new system to report on a quarterly basis. • Prepare, develop and promote guidelines for using the system for employees within the priority fields. • Draw up and agree on a quality assurance strategy across the service. 	Annual Progress Report to CSSIW	<p>Entry Control system highlighting any data quality issues. This is used from now on and to report data or performance management according to need.</p> <p>The work of creation a quality assurance strategy is being addressed and is being planned within the new Adult, Health and Welfare Department structure.</p>	stemming from the contracts monitoring process. The report shall summarise all the information and then highlight the maing messages and risks. Undertaking quality assurance of social work practice is now part of the scheme.		
13	Quality assurance - Children and Supporting Families Department	<p>The council's ability to accurately report on performance has continued to improve. Risk management within the service has improved with regular use and updating of a risk register. The council has not established a comprehensive quality assurance system. It plans to do so in 2014-15.</p> <p>The need to improve quality assurance was noted by CSSIW in last year's annual evaluation report. It is also an area for improvement in both of the recent national inspections and in the adoption inspection report. The council is introducing a cross cutting children and adults safeguarding and quality assurance team.</p>	<ul style="list-style-type: none"> • A Safeguarding and Quality Unit to be established and structurally accountable to the Head of Children and Supporting Families • Formalise the quality assurance framework for children as part of the work programme for the Children and Supporting Families Department during the 2015/16 performance year period 	Children and Supporting Families Departmental Management Team	<ol style="list-style-type: none"> 1. The Safeguarding and Quality Unit established during April 2014 which is structurally accountable to the Head of Children and Supporting Families 2. Work ongoing in order to develop this unit. 	During 2015/16 there shall be specific efforts to formalise the children's quality assurance framework as part of the Children and Supporting Families Department work programme.	Head of Children and Supporting Families Department	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Improvement Area	Comments made by CSSIW in their annual evaluation of Gwynedd 2013-14	Action Plan	How do we monitor	Progress situation as at end of May 2015	Comments raised by the Service	Responsibility	Rate your progress: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete 	
Providing direction								
14	Corporate parenting support for looked after children by the council and partners.	The council has made positive steps in its corporate parenting arrangements but these now need to be further developed. The corporate parenting panel will work with looked after children in 2014-15 to provide outline the actions that the council will take to support children in care. Members will need to provide greater support to assure that the strategic aims are effectively owned and translated into action across the council's services and by partner agencies; ensuring appropriate health care, increased educational support and temporary employment in the council for looked after children.	<ul style="list-style-type: none"> • Developing a Strategy. • Implementing the Strategy. • Annual Report of the Corporate Parenting Panel submitted to Cabinet. 	Corporate Parenting Panel	1. Previous meeting of the Panel was on 20th April 2015. 2. Discussed was: - draft of the Strategy - Health report on looked after children - Health care of looked after children - Looked after children quarterly report - Looked after children personal education plans report - The fostering service - End to end project	The Edge of care Team is operational since the start of February 2015. It was noted that the results have been scheduled to be presented before the Services Scrutiny Committee before the end of the year. It was reported that a review of the Fostering Service was undertaken by CSSIW between end October and early November 2014. It was noted that it was a positive review and was content that the fostering service promotes the welfare of those children under their care.	Head of Children and Supporting Families Department	In progress

9. October 2014 - Local Authorities Safeguarding Children Arrangements Gwynedd Council – Wales Audit Office Report

Gwynedd Council's Local Authorities Safeguarding Children Arrangements were audited by Wales Audit Office and a report was published in October 2014. Following this, the proposals below were submitted in the report of Councillor Wyn Williams to the Cabinet on 16 December 2014. In order to ensure that action had been taken in terms of the proposals, the report in question was submitted, as well as the national report, to the Strategic Safeguarding Children and Vulnerable Adults Panel (29 September 2015). It was agreed at the meeting that the Operational Group would consider the national recommendations and local proposals and report on any gaps that remain which require further attention. The Operational Group will report back to the Strategic Safeguarding Children and Vulnerable Adults Panel on 02 December 2015.

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Further proposals for improvement	Responsibility	Implementation Plan	By When	The monitoring arrangement and the progress made so far	Rate your progress as <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
1	Review the Local Authority Designated Officer for Child Protection requirements under the Children Act 2004 to ensure full compliance with the legislation.	Corporate Director	<ol style="list-style-type: none"> 1. The proposal was submitted to the Cabinet – 16.12.14. 2. The report was discussed with relevant officers to try to identify potential actions. 3. The proposal was submitted to the Strategic Safeguarding Children and Vulnerable Adults Panel (29.09.15) to see whether or not further action was required to what had already been implemented. 4. Observations in terms of any gaps that remain or elements that require further attention is expected at the next meeting of the Strategic Safeguarding Children and Vulnerable Adults Panel – 02.12.15. 	02.12.15	The recommendation is unclear, and the Department have contacted the Wales Audit Office for clarity. Waiting for a response by the Wales Audit Office.	In progress
2	Improve scrutiny of key elements of the Council's safeguarding arrangements through, for example, regular reporting on performance on safe recruitment; attendance and impact of safeguarding training; and the outcome of the annual school audit programme.	Senior Manager - Democratic and Delivery	<ol style="list-style-type: none"> 1. The proposal was submitted to the Cabinet – 16.12.14. 2. The report was discussed with relevant officers to try to identify potential actions. 3. The proposal was submitted to the Strategic Safeguarding Children and Vulnerable Adults Panel (29.09.15) to see whether or not further action was required to what had already been implemented. 4. Observations in terms of any gaps that remain or elements that require further attention is expected at the next meeting of the Strategic Safeguarding Children and Vulnerable Adults Panel – 02.12.15. 5. It should be emphasised that the existence of the Strategic Safeguarding Panel is evidence in itself of scrutinising the safeguarding field – this is one of the reasons for the Panel namely to monitor and scrutinise the field. <p>The item was noted at the annual workshop of the Services Scrutiny Committee during the year.</p>	02.12.15	<p>The matter was considered by the Services Scrutiny Committee at its meeting on 26 November when the focus was on the work of the Strategic Protection Panel.</p> <p>The committee decided to seek further information for their next Preparatory Meeting on the figures on the number of whistleblowing cases also implications arising from the CSSIW report on private residential home Plas y Bryn, Bontnewydd</p>	In progress
3	Provide training for all staff on the Council's Whistleblowing Policy.	Learning and Development Manager	<ol style="list-style-type: none"> 1. The proposal was submitted to the Cabinet – 16.12.14. 2. The report was discussed with relevant officers to try to identify potential actions. 3. The proposal was submitted to the Strategic Safeguarding Children and Vulnerable Adults Panel (29.09.15) to see whether or not further action was required to what had already been implemented. 	02.12.15	<p>In terms of "Whistleblowing" in the context of Safeguarding, there are instructions on how to report concerns within the Safeguarding policy and modules.</p> <p>Also:</p> <ul style="list-style-type: none"> ○ reference is made to it in the workshops for managers ○ cards with contact numbers have been circulated to staff 	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Further proposals for improvement	Responsibility	Implementation Plan	By When	The monitoring arrangement and the progress made so far	Rate your progress as
			<p>4. Observations in terms of any gaps that remain or elements that require further attention is expected at the next meeting of the Strategic Safeguarding Children and Vulnerable Adults Panel – 02.12.15.</p> <p>Due to the number of individuals who need to receive basic awareness raising sessions in the Safeguarding field, sessions will be held through e-learning under the care of the Learning and Development team.</p> <p>In addition to this, a Series of Awareness Raising workshops for Managers and Elected Members have been held, and further sessions are being arranged for the future.</p>		As this is slightly different to the general “Whistleblowing” procedure, it is not anticipated that additional sessions to the e-learning modules will be held.	<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete

10.October 2014: Delivering with less – the impact on Environmental health Services and citizens

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as:
1	<ul style="list-style-type: none"> • Revise the best practice standards to: align the work of environmental health with national strategic priorities; identify the wider contribution of environmental health in delivering strategic priorities of the Welsh Government; and • identify the benefit and impact of environmental health services on 	Public Protection Manager (Enviroment)	It is increasingly difficult to ensure that the environmental health service reaches the current advanced level with regards to environmental health service delivery. With more cuts being considered that will affect frontline statutory services - it will be difficult to reach even the basic standards of best practice from 2016 onwards. The revised standards will reflect the financial context, and this will create a better understanding among the general public in terms of what service levels will be possible. We aim to reach the basic standards of good	<p>New National Standards of Best Practice are about to be published.</p> <p>The service will strive to meet the standards and achieve statutory duties and put procedures in place for this (The position of the Environmental Health service is a challenging with regards to meeting minimum standards due to the cutting of two front line jobs from the structure)</p>	Efficiency, consistency, and managing expectations as well as being able to concentrate on addressing statutory duties.	<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete <p>Being planned</p>

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
	protecting citizens.		practice, where budgets are making it possible.			
2	Provide scrutiny chairs and members with the necessary skills and support to effectively scrutinise and challenge service performance, savings plans and the impact of budget reductions.	Senior Manager Democratic and Delivery	Further work in response to the WAO report and 360 degree review is on-going internally. This will look at developing scrutiny members skills.	<p>Specific training sessions are designed for scrutiny members and there will be a clearer focus this year on the scrutiny work and what Scrutiny is trying to improve.</p> <p>Moreover, it is intended to hold one or two exercises this year in order to identify better ways of discussing performance</p>	Better scrutiny of results	In progress
3	<p>Improve engagement with local residents over planned budget cuts and changes in services by:-</p> <ul style="list-style-type: none"> • consulting with residents on planned changes in services and using the findings to shape decisions; • outlining which services are to be cut and how these cuts will impact on residents; and • setting out plans for increasing charges or changing standards of service. 	Public Protection Manager (Enviroment)	The Cabinet will use the results of the questionnaires and the consultation process to help them make a decision on what services will be cut. There is real concern that environmental health services do not have enough of a high profile as say, social services work among the public, and there have been efforts to try to ensure that the public and elected members understand the risks of a breach in these services	<p>Citizens and members have received information as part of the Challenge Gwynedd proses. Service Unit reviews have started that includes ascertaining the views of residents on the Service. The review is one that will take time to be implemented across the Service.</p> <p>Review of the Service structure will be held in order to respond to the practical impact of the loss of two front line as part of the job cuts.</p> <p>Review of fees for 2016/17 is now operational and we are looking at other opportunities to charge for services such as offering advice</p>	The public is aware of the implications involved with the jobs cuts	In progress
4	<p>Improve efficiency and value for money by:</p> <ul style="list-style-type: none"> • Identifying the statutory and non-statutory duties of council environmental health services. • Agreeing environmental health 	Public Protection Manager (Enviroment)	All relevant fees associated with the services offered will be reviewed so that the services move towards recovering costs. Possible options of integration or cooperating more closely with other Council services has been considered in order to discover if possible to increase efficiency and reduce costs further.	Environmental health services have been reviewed over the past 3 years in order to identify what is statutory and non-statutory. We have also identified the statutory duties of those where there is flexibility in the way that we are able to achieve, in order to make more effective use of budgets, and target resources to those services that cannot be achieved in a different way. The council is very aware of what its core priorities; and an effort is being made under increasingly difficult circumstances to protect the	Greater efficiency. Target resources more effectively. Impact in the future is unpredictable until a final decision has been made about what further cuts to frontline services will be made such as core food safety and pollution control.	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as:
	<p>priorities for the future and the role of councils in delivering these.</p> <ul style="list-style-type: none"> • Determining an 'acceptable standard of performance' for environmental health services (upper and lower) and publicise these to citizens. Improving efficiency and maintaining performance to the agreed level through: <ul style="list-style-type: none"> - collaborating and/or integrating with others to reduce cost and/or improve quality; - outsourcing where services can be delivered more cost effectively to agreed standards; - introducing and/or increasing charges and focusing on income-generation activity; - using grants strategically to maximise impact and return; and - reducing activities to focus on core statutory and strategic priorities. 		<p>There has already been a decline in activities that are not statutory. Relevant policies are being reviewed so that what is expected of services is clear to the public. We are moving towards providing more information online and increasing what is possible through self-service.</p>	<p>budgets of those services that are fundamental to ensuring public health, such as food security, health and safety and pollution control. There are examples of joint working on specific projects with other Councils in order to ensure more effective use of resources.</p>		<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
5	<p>Improve strategic planning by:</p> <ul style="list-style-type: none"> • identifying, collecting and analysing financial, performance and 	<p>Public Protection Manager (Environment)</p>	<p>Local performance measures are being reviewed in order to be certain of our ability to measure the demand for our services effectively and that the public receives a quality and</p>	<p>Work has been done as part of an initial review of Service Units to identify the purpose of the service with performance measures developed that are specifically relevant to the purpose.</p> <p>Performance measurement and assessment</p>		<p>In progress</p>

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as:
	<p>demand/need data on environmental health services;</p> <ul style="list-style-type: none"> • 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. 		<p>timely service. The meters will be used to plan if necessary to review how service unit resources are shared.</p>	<p>procedures have been developed to make the citizen at the center of what we are achieving. We challenged data a lot more in order to try to understand performance and to make changes where necessary.</p> <p>The service has been operating on a training program to improve the use and understanding of our back office system. Also, a program is being put in place for the introduction of amendments and to try to prioritize those improvements. The Service also keeps track of the Tascomi back office system - which is being introduced in other authorities to consider if there are opportunities</p> <p>Looking at further opportunities for mobile working and increasing digital / electronic work will form part of the Service Review</p>		<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete

11.January 2015 – Managing the Impact of Welfare Reform Changes on Social Housing Tenants in Wales

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as:
1	<p>Improve strategic planning and better co-ordinate activity to tackle the impact of welfare reform on social-housing tenants by ensuring comprehensive action plans are in place that cover the work of all relevant council departments, housing</p>	<p>Learning and Development Manager</p>		<p>A multiagency Welfare Reform Task Group; in addition to an internal Welfare Reform Board for heads and members for planning work programs and joint interventions of welfare reform have been established. Because of the delay and the slippage in the timetable of introducing the Universal Credit in the county the focus of the Board and the Task Group has been on all general matters to do with combating poverty and deprivation, and Welfare reform is a part of the</p>		<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete <p style="text-align: center;">Complete</p>

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as:
	associations and the work of external stakeholders.			<p>broader agenda.</p> <p>In addition there is a plan within the Strategic Plan, T7 Working together against poverty. The purpose of the project is to adopt and implement a strategy to Defeat Poverty in Gwynedd in conjunction with partners.</p> <p>The Digital Gwynedd Group and the Gwynedd Financial Inclusion Group meet regularly in order to pulling together agencies that operate in these inclusion areas to provide frontline training jointly; maintain an information directory of support services and counseling etc.</p>		<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
2	<p>Improve governance and accountability for welfare reform by:</p> <ul style="list-style-type: none"> • appointing member and officer leads to take responsibility for strategic leadership on welfare reform and be accountable for performance; and • ensuring members receive adequate training and regular briefings on welfare reform to be able to challenge and • scrutinise performance and decisions. 	Learning and Development Manager	On adopting the Tackling Poverty Strategy and reviewing the Council's Strategic Plan we will develop measures for the combating poverty field. We will build on the WRAT work commissioned during 2014-15 with Capita for identifying dwellings affected by welfare reform in order to gauge whether the interventions that are planned as part of the Working Together Against Poverty reach the correct dwellings. This data system will also support external agencies to target dwellings most affected by welfare reform as we develop information sharing systems.	The Council has appointed an elected member and a corporate director with lead responsibility for the tackling poverty field (which includes welfare reform). The Elected Member and Director receive regular reports on the welfare reform and combating poverty work through the quarterly Deprivation Panel.		Complete
3	<p>Ensure effective management of performance on welfare reform by:</p> <ul style="list-style-type: none"> • setting appropriate measures to enable members, officers and the public to 	Learning and Development Manager	On adopting the Tackling Poverty Strategy and review the Council's Strategic Plan we will develop measures for the combating poverty field.	Project leaders report the progress of projects to the Cabinet Member and Director regularly on the welfare reform and defeating poverty work on a quarterly basis through the Economy, Poverty, Deprivation and Housing Panel.		Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as:
	judge progress in delivering actions; <ul style="list-style-type: none"> • ensuring performance information covers the work of all relevant agencies and especially housing associations; and • establishing measures to judge the wider impact of welfare reform. 					• Not started • Being planned • In progress • Complete
4	Strengthen how welfare-reform risks are managed by creating a single corporate-level approach that co-ordinates activity across the council and the work of others to provide adequate assurance that all the necessary and appropriate actions to mitigate risk are taking place.	Learning and Development Manager		The Council has identified the Working Together against Poverty Project as a priority project in the Strategic Plan for the period 2015-17. The work programme of this project, which is organized according to areas which are Strategic and Governance; Economic inclusion; Digital Inclusion and Financial Inclusion identifies what the Council and others are doing to respond to welfare reform and poverty. A working group is in place for each stream and they report through the project manager to the Deprivation Panel.		Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
5	<p>Improve engagement with tenants affected by the removal of the spare-room subsidy through:</p> <ul style="list-style-type: none"> • the provision of regular advice and information on the options open to them to address the financial impact of the change in their circumstances; • the promotion of the 'Your benefits are changing' helpline; and • the provision of support to tenants specifically affected by the removal of the spare-room subsidy to participate in regional/national employment schemes. 	Strategic Housing Manager	<ul style="list-style-type: none"> • Information provided by the Research Unit will be used to target assistance effectively • The Housing Associations will continue to promote the helpline and offer 1 to 1 support to tenants who need them • Smaller units (1 and 2 bedroom) which are funded through Smaller Entities Social Housing Grant will be completed from January onwards. These are specific scheme of supply new housing for those who have been affected by welfare reform. An allocation policy has been approved by the Housing Association to ensure that those who are affected by welfare reform are supported / offered suitable properties 	<ul style="list-style-type: none"> • The Research Unit has used data to identify specific areas that would be affected by the Welfare Reform changes and helped target the right support to help people who need it the most • Housing Associations have officials to advise on possible options as a result of changes to lose the spare room subsidy - this is possible by connecting via the website, letter, phone call or visit • All Housing Association have promoted the Helpline 'your benefits are changing' consistently through their newsletters and web sites • The Housing Options Team which administers the Common Housing Register will advise on the type of property most suitable for candidates so they are not offered a home that will mean that they will pay extra • The use of sites like Homewapper has been promoted so that tenants can exchange their houses 		Complete
6	<p>Improve management, access to and use of Discretionary Housing Payments by:</p> <ul style="list-style-type: none"> • establishing a clear policy or guide that is available in hard copy and online to the public that sets out the council's policy and arrangements for administering Discretionary Housing Payments; • clearly defining eligible and non- 	Senior Manager - Revenue & Risk / Benefits Manager	<p>We will continue to review the policy on an annual basis, taking into account the funding available for the scheme. We will also consider the implications of any court proceedings, such as Hardy v Sandwell Borough Council (2015).</p>	<p>Following work through the WLGA Gwynedd was part of a Policy Framework was produced that each Council could use as a basis for consistent policies across Wales. The Framework was presented to members of the Deprivation Project Group in December 2014, and in a consultation exercise the draft Policy was shared with stakeholders such as Housing Associations, the Health Board and representatives of the Third Sector. Gwynedd Council's Discretionary Housing Payment Policy was adopted formally for 2015/16 by the relevant Cabinet Member's Decision Sheet, dated March 17th 2015.</p>		Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
	<p>eligible housing costs covered by Discretionary Housing Payments in application forms, policy documentation and applicant guidance leaflets;</p> <ul style="list-style-type: none"> • clearly setting out the maximum / minimum length of time that such payments will be provided; • setting and publishing the timescale for the council making a decision on Discretionary Housing Payments applications • including information within public literature on the council's policy for right to review or appeal of a decision and the timescales and process to be followed in deciding on these; and • clearly define the priority groups for Discretionary Housing Payments in public literature to ensure that those seeking assistance, and those agencies supporting them, can assess whether such payments are 					

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as:
	a viable option to address their housing and financial needs.					<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete

12. February 2015 – Managing early departures across Welsh public bodies

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as:
1	Public bodies should use business cases to support all individual early departures. Business cases should identify the cost and service delivery implications of the individual leaving and take account of relevant wider workforce planning.	Head of Corporate Support / Human Resources Advisory Services Manager		The practice of using business cases before reaching a decision on individual cases of early departure has been set up within the Council. Considerations include the cost associated with any early departure alongside the potential impact on the service being provided. As an example, the Council's early retirement policy refers to the best practice of basing such decisions on best practices.		Complete
2	We recommend that public bodies: <ul style="list-style-type: none"> • Ensure that councillors or board members have the opportunity to examine the value for money of early departure schemes through established scrutiny/governance arrangements. • Ensure that councillors and/or board members approve higher value packages, such as those for senior management. • Consider using internal audit to provide assurance on overall management of early departure schemes. 	Head of Corporate Support / Human Resources Advisory Services Manager		The aspect of this response is being developed. For example, a recent report presented to the Council's corporate scrutiny committee which referred to some elements related to early retirements. We do not have recent examples where it is necessary to gain the approval of councillors for more expensive packages. However the Council's internal audit unit has programmed an investigation for the period 2016/17 which will consider the management of the early departure field.		Being planned

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
3	Public bodies should ensure where settlement agreements are used, their records clearly identify whether a package includes an enhancement payment and if so, its value and the reason for the enhancement payment.	Head of Corporate Support / Human Resources Advisory Services Manager		The Council has long-standing arrangements in place which ensures that there is a record of details of any settlement agreement.		Complete
4	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 <i>departures</i> .	Head of Corporate Support / Human Resources Advisory Services Manager		Although impact assessment procedures have been developed for several years, there is reason to believe that the work is inconsistent. We have identified the general equality impact assessment as a priority within our Equality Scheme.		Being planned
5	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.	Head of Corporate Support / Human Resources Advisory Services Manager	There will be consideration of this element in the investigation by the internal audit unit referred to in A3 above.	There will be consideration of this element in the investigation by the internal audit unit referred to in A3 above.		Being planned
6	Public bodies should review their record keeping for early departure arrangements, so that they can more readily identify key information including the number and costs of early departures in a given period, payback period information based on salary and employers' National Insurance and pension costs, and settlement agreements.	Head of Corporate Support / Human Resources Advisory Services Manager	The Council keeps detailed records on decisions relating to early departure, including the costs involved. It is envisaged that the audit referred to in A3 above will give some consideration to this element.	The Council keeps detailed records on decisions relating to early departure, including the costs involved. It is envisaged that the audit referred to in A3 above will give some consideration to this element.		Being planned

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

13. Year 2014-15 – Annual Improvement Report by the Wales Audit Office. Published 7 July 2015.

Presented to the Corporate Management Team, Cabinet Members, Heads of Service, Chairs and Vice-Chairs of the Scrutiny Committees and the Audit Committee on 30th July 2015.

Ref	Further proposals for improvement	Responsibility	Implementation Plan	The monitoring arrangement and the progress made so far	Rate your progress as <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
1	Participate more fully in the Welsh Government's Waste and Resource Action Plan to validate and/ or improve waste recycling and cost reduction plans.	Head of Highways and Municipal	Application made to the Welsh Government to carry out an exercise 'Toolkit Waste & Resources Action Programme'(WRAP) under the 'Collaborative Change Programme' (CCP). No budget available under the Welsh Government Programme to undertake this work this year, but is willing to consider this for 2016/17.	A specific scoping meeting has been held with WRAP and a draft copy of the work programme and what they will be looking at is expected at the end of January.	In progress
2	Ensure – in conjunction with its partners – that the Joint Local Service Board has sufficient resources to enable it to discharge its responsibilities effectively, including the update of the Single Integrated Plan.	Delivering and Supporting Change Service Senior Manager		WRAP, with the assistance of the Department making the Kerbside Analysis Tool review (KAT) at the moment. A draft report of the review is expected in September.	Complete

14. July 2015 – A Review of Corporate Safeguarding Arrangements in Wales

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
1	Improve corporate leadership and comply with Welsh Government policy on safeguarding through:	Corporate Director	<ul style="list-style-type: none"> • the appointment of a senior lead officer who is accountable for safeguarding and protecting children and young people with corporate responsibilities for planning improvements; • the appointment of a lead member for safeguarding; and • regularly disseminating and updating information on these appointments to all 	<ul style="list-style-type: none"> • Senior Lead Officer has been appointed • Lead member for safeguarding has been appointed • Information on the appointments are shared with staff 		Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as:
			staff and stakeholders			<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
2	Ensure there is a corporate-wide policy on safeguarding covering all council services to provide a clear strategic direction and clear lines of accountability across the council.	Corporate Director		Corporate policy in place as well as individual departmental policies.		Complete
3	Strengthen safe recruitment of staff and volunteers by:	Corporate Director	<ul style="list-style-type: none"> • ensuring that Disclosure and Barring Service (DBS) checks and compliance with safe recruitment policies cover all services that come into contact with children; • creating an integrated corporate compliance system to record and monitor compliance levels on DBS checks; and • requiring safe recruitment practices amongst partners in the third sector and for volunteers who provide services commissioned and/or used by the council which are underpinned by a contract or service level agreement. 	Robust policies and guidelines in place regarding DBS checks, and levels are monitored regularly. Clauses within contracts exist to insist safe recruitment practices.		Complete
4	Ensure all relevant staff, members and partners understand their safeguarding responsibilities by:	Corporate Director	<ul style="list-style-type: none"> • ensuring safeguarding training is mandated and coverage extended to all relevant council service areas, and is included as standard on induction programmes; • creating a corporate-wide system to identify, track and monitor compliance on attending safeguarding training in all council departments, elected members, schools, governors and volunteers; and • requiring relevant staff in partner organisations who are commissioned to work for the council in delivering services to children and young people to undertake safeguarding training. 	An e-learning module on safeguarding children and vulnerable adults has been developed. In addition, the Council's policy is available in the Centre for Policy on the Council's intranet.		In progress
5	Improve accountability for corporate safeguarding by regularly reporting safeguarding	Corporate Director	<ul style="list-style-type: none"> • benchmarking and comparisons with others; • conclusions of internal and external 	A report is submitted by the Strategic Safeguarding Children and Adults		In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Impact Measurement	Rate your progress as:
	issues and assurances to scrutiny committee(s) against a balanced and council-wide set of performance information covering:		audit/inspection reviews; <ul style="list-style-type: none"> • service-based performance data; • key personnel data such as safeguarding training, and DBS recruitment checks; and • the performance of contractors and commissioned services on compliance with council safeguarding responsibilities. 	Panel every 6 months to the Cabinet, in addition project reports are reported using the usual performance management arrangements within the Council.		• Not started • Being planned • In progress • Complete
6	Establish a rolling programme of internal audit reviews to undertake systems testing and compliance reviews on the council's safeguarding practices.	Corporate Director		Procedures for internal audit reviews on council safeguarding practices in place. Investigations on safeguarding procedures and terms of contracts have been held by the Internal Audit Unit. A work program has been developed for 2016/17 which includes a questionnaire for field workers and schools safeguarding inspection		Complete
7	Ensure the risks associated with safeguarding are considered at both a corporate and service level in developing and agreeing risk management plans across the council.	Corporate Director		Risks connected to safeguarding are identified at corporate and service level, and are identified on the risk register.		Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

15. Year 2014-15 – Annual Review and Evaluation of Performance of the Care and Social Services Inspectorate Wales (CSSIW) Published: 30 October 2015

Presented to the Services Scrutiny Committee on 26 November 2015.

Presented to the Cabinet on 15 December 2015.

An initial implementation plan was presented to the Services Scrutiny Committee on 28 January 2016 and a full implementation plan to the preparatory meeting of the Services Scrutiny Committee on 28 February 2016.

Ref	Areas for Improvement	Possible Relevant Comments CSSIW	Arrangements underway	Responsibility	Rate your progress as <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
1.1	Improvements in the Protection of Vulnerable Adult (PoVA) practice	<p>6.6. Safeguarding is a priority for the council and it has implemented corporate arrangements to improve safeguarding practices. It now needs to implement changes in its adult protection processes</p> <p>6.7. During the year there were 178 Protection of Vulnerable Adult (POVA) referrals in the year, six fewer than the previous year. Of these referrals 100% were completed where the risk was managed. The council contributed to an adult practice review that identified improvements needed in the council's Protection of Vulnerable Adult (POVA) practice. When implemented, these will increase the involvement of care providers and provide greater clarity regarding the investigation and its outcome. Adult safeguarding will be an area for CSSIW to follow up in 2015-16.</p>	<p><i>Action Steps in accordance with improvement field 2.1.</i></p> <p>Furthermore, it is intended to review the Safeguarding operational arrangements as a result of changes to the staffing structure and the new statutory duty that comes into effect in April 2016. This work will be led by the Adults, Health and Well-being Management Team.</p>	Head of Adult, Health and Wellbeing Department	In progress
1.2	Modernising learning disabilities services	6.10 ...The council identified that it needs to modernise its learning disabilities services and developing a range of person centred services to increase independence. The council is adopting the progression person-centred development model for learning disability services that aims to better realise aspirations in achieving independence. This approach promotes the learning of new skills and helping people to safely do as much as they can for themselves. This is an area that CSSIW will follow up in the coming year. In 2014-15 the council has also been undertaking a review of adult services. The council stated that the review would be published in September 2015.	As noted in the report, the Inspectorate will take follow-up steps during this year. One of the main steps in question is the inspection held in January 2016. This inspection is part of a wider national work programme across Wales. Therefore, it is anticipated that clear and firm recommendations will be presented for this field, and that we will be aware of them in February / March 2016. The Service will take full advantage of the inspectors' opinion and will ensure that, if required, changes will be implemented as soon as possible.	Head of Adult, Health and Wellbeing Department	Being planned
1.3	Mental health commissioning strategy and services.	6.10 - The council has begun to develop a mental health commissioning strategy and mental health services will be an area for us to follow up in 2015-16....	<p>A Project Board has been established to address operational issues in order to ensure that the Council commissions quality services which meet the needs of individuals whilst being affordable and meeting the statutory responsibilities.</p> <p>Work of reviewing all the services commissioning</p>	Head of Adult, Health and Wellbeing Department	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Areas for Improvement	Possible Relevant Comments CSSIW	Arrangements underway	Responsibility	Rate your progress as
			<p>processes in this field has started in order to ensure that services offer value for money and are cost-effective while meeting expected standards.</p> <p>Robust procurement processes have been agreed and are followed when commissioning all the mental health services in order to ensure value for money.</p> <p>Over the coming 12 months the project will also prioritise reviews looking specifically at:</p> <ul style="list-style-type: none"> • Support Workers • Residential and Nursing Care • Supported Accommodation <p>In order to ensure that new arrangements are in place which meet the statutory requirements.</p>		<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
2.1	Adult safeguarding	<p>6.6. Safeguarding is a priority for the council and it has implemented corporate arrangements to improve safeguarding practices. It now needs to implement changes in its adult protection processes</p> <p>6.7. During the year there were 178 Protection of Vulnerable Adult (POVA) referrals in the year, six fewer than the previous year. Of these referrals 100% were completed where the risk was managed. The council contributed to an adult practice review that identified improvements needed in the council's Protection of Vulnerable Adult (POVA) practice. When implemented, these will increase the involvement of care providers and provide greater clarity regarding the investigation and its outcome. Adult safeguarding will be an area for CSSIW to follow up in 2015-16.</p>	<p>As noted in the report, Safeguarding is one of the Council's priorities. In reviewing the Strategic Plan in July this year, three transformational projects were commissioned in the field. These projects were commissioned in response to some of the challenges from last year. Specifically in terms of the Adults field, the following project has been commissioned.</p> <p>D3 – Safeguarding vulnerable adults The purpose of the project is to aim to continually improve safeguarding arrangements and culture within the adults field.</p> <p>The progress of this project will be reported upon via the Council's performance management arrangements.</p> <p>Further to the original commission in the Strategic Plan, the Strategic Safeguarding Children and Vulnerable Adults Panel has asked the Leader of Project D3 to ensure that it includes any recommendations from Adult Practice Reviews (APRs).</p>	Head of Adult, Health and Wellbeing Department	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Areas for Improvement	Possible Relevant Comments CSSIW	Arrangements underway	Responsibility	Rate your progress as
					<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
2.2	Support for carers	6.14. The council assessed or reviewed the needs of 241 adult carers in 2014-15 which is a reduction from the 298 carers assessed the previous year. This is a concern as the number of carers of adults receiving an assessment of their own needs has risen over the past four years in Wales, whilst the number has fallen continually in Gwynedd. The number of carers of adults who were assessed or re-assessed in their own right during the year, who were provided with a service in the year, was 132 people.	<p>It is intended to conduct a review of arrangements to support unpaid carers in Gwynedd. Increasing pressure is likely to be placed on our unpaid carers here in Gwynedd in the future and specifically within the adults care field.</p> <p>By the end of March 2017, we will therefore have reviewed how effective our current arrangements are for supporting unpaid carers and, if required, we will have decided on the additional interventions needed to support carers in the future.</p> <p>It is intended to focus on the Adults field, we will consider the brief in more detail during the next few weeks and will decide what exactly should be included in terms of the Review.</p>	Head of Adult, Health and Wellbeing Department	Being planned
3.1	Timeliness of initial assessment	6.21. Performance in the timeliness of initial assessments has improved but remains below the average in Wales (70% compared to 76%) and it remains an area for improvement for the council.	This is no longer relevant as this indicator has disappeared with the introduction of the Social Services and Wellbeing Act. There is now a composite assessment which matches need and a total of 42 days to complete the assessment and create a care and support plan, but locally we are aiming to set local targets to complete simple assessments within 10 working days.	Head of Children and Supporting Families Department	Complete
3.2	Timeliness of child protection conferences	6.23. The number of children on the Child Protection Register at the end of the year was similar to the last three years after a rise in 2012-13. The council's performance in holding initial child protection conferences improved slightly but is below the average in Wales (85% compared to 93%). The council's performance in holding statutory reviews and review child protection conferences on time also dipped. The loss of the child protection co-ordinator and staff sickness contributed to the downturn in performance in these areas. The timeliness of child protection conferences remains an area for improvement. The council also needs to maintain and improve the timeliness of reviews of looked after children now managed by the safeguarding and quality unit.	<p>There has been an increase in the numbers of children included on the Gwynedd Child Protection and this follows a national pattern. This increases pressures on the service in terms of capacity to chair and hold conferences within the timescale noted in the national guidelines.</p> <p>The service is keeping a close eye on performance in this field and keeps detailed information about the reasons why conferences are not held within the timescale. As above, there is no specific, typical reason becoming apparent</p>	Head of Children and Supporting Families Department	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Areas for Improvement	Possible Relevant Comments CSSIW	Arrangements underway	Responsibility	Rate your progress as
			<p>rather it is a combination of reasons e.g. family not available to attend, no professional quorum (a statutory requirement for the decision-making process).</p> <p>Issues in terms of lack of quorum have been raised with specific agencies and in the Gwynedd and Anglesey Safeguarding Operational Group, and it is being addressed by the police specifically to try to improve the situation.</p> <p>The performance of statutory reviews of looked-after children has improved significantly over a period of years. The number of looked-after children in Gwynedd has increased during 15/16 – from 186 at the end of quarter 1 to 202 at the end of quarter 2. This is a significant increase and it places additional pressure on independent reviewing officers who chair all looked-after children reviews. Given that the national good practice recommendation for independent reviewing officers is that they hold approximately 50 cases each for review, the officers we have in place (2.6FTE) are working at above capacity level. Despite this, the performance of quarter 1 and 2 this year is encouraging as the performance in terms of timeliness is 89.4% at the end of quarter 1 and 91.3% at the end of quarter 2.</p>		<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
3.3	Timeliness of looked after children's reviews	6.23. The number of children on the Child Protection Register at the end of the year was similar to the last three years after a rise in 2012-13. The council's performance in holding initial child protection conferences improved slightly but is below the average in Wales (85% compared to 93%). The council's performance in holding statutory reviews and review child protection conferences on time also dipped. The loss of the child protection co-ordinator and staff sickness contributed to the downturn in performance in these areas. The timeliness of child protection conferences remains an area for improvement. The council also needs to maintain and improve the timeliness of reviews of looked after children now managed by the safeguarding and quality unit.	As noted above in 3.2, holding child protection review conferences within the timescale is currently a challenge for the reasons noted above. The performance of quarters 1 and 2 has been challenging – 71% at the end of quarter 1 and 77% at the end of quarter 2. The indicator which measures the attendance at child protection case conferences shows that social workers are present at 100% of them, but that there is a challenge to ensure quorum from partner agencies at each review conference. When there is no quorum, the chair has to decide to either continue with the conference or postpone until such time as the required representation is present in order to make	Head of Children and Supporting Families Department	In progress

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Areas for Improvement	Possible Relevant Comments CSSIW	Arrangements underway	Responsibility	Rate your progress as
			a decision. These matters are being addressed specifically with those agencies on an operational and strategic level.		<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
3.4	Timeliness of health assessments for looked after children.	6.31. The health board has only made a small improvement to the percentage of looked after children who receive a health assessment in the year and this remained significantly behind the Wales average (51% compared to 81%).	The service has been collaborating with the Betsi Cadwaladr University Health Board for a number of years to try to resolve the problems in terms of holding health assessments for looked-after children in a timely manner. The Corporate Parent Panel has been holding the Health Board to account in order to challenge practice and ensure that improvements to the procedure are carried out. Despite this, progress has been extremely disappointing, but during this year we have seen an improvement in the performance against this indicator as the results of quarter 1 show that 60.7% were held within time and 63.4% at the end of quarter 2. This is encouraging and has reached the target set locally (60%). It remains lower than the Welsh average, but we are of the view that we have resolved the biggest problems in terms of arrangements and processes in order to see continued progress.	Head of Children and Supporting Families Department	In progress
4.1	Implementation of modernisation programmes	7.8. Corporate attention has been given to supporting the modernisation of social services and responding to the Act. The two significant reviews of operational arrangement in children's and adults service have been supported by corporate services. The new departmental structure has allowed for closer alignment of children's social services and preventative services.	<p>The transformational projects which have been commissioned via the Strategic Plan are supported and scrutinised via the Council's Delivery Panels arrangements, in which the project leader reports on the progress of projects against the milestones agreed. Following this, the relevant Cabinet Member reports on the performance of the transformational project to the Cabinet in a 12-weekly cycle. The transformational projects which have been commissioned address the changes in practice and responsibility – within the expectations of the act.</p> <p>In addition to this, programme management arrangements are in place in the Adults field in order to ensure that clear arrangements and accountability are in place in order to lead a significant change in the field.</p>	Head of Adult, Health and Wellbeing Department / Head of Children and Supporting Families Department	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Areas for Improvement	Possible Relevant Comments CSSIW	Arrangements underway	Responsibility	Rate your progress as
			The corporate support will continue in order to implement modernisation programmes in the care field.		<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
4.2	Scrutiny and oversight of implementation of modernisation programmes	1.5. The planned changes in social services will require changes in established practice and culture. The nature and scale of the changes faced by social services present significant risks that require a high level of leadership and support to be delivered in a timely manner. The new arrangements with a cabinet member for adults and health and a cabinet member for children and young people should provide a clearer line of sight on the new service developments, and engagement with the health board.	<p>As noted in the report, the support of two Cabinet Members in this field will be crucial in order to ensure the success of the modernisation programmes. The two members are of course accountable for the change taking place within their fields, but also, as part of the Council's performance management arrangements, provide continued scrutiny and support where necessary. This is undertaken formally via the Delivery Panels and the Strategic Safeguarding Panel. In addition, the Services Scrutiny Committee scrutinises the main transformational programmes in the field – such as G2 – Integrated working, focusing on what matters for individuals.</p> <p>As part of the culture shift that is underway in the Council, of ensuring that we place the people of Gwynedd at the centre of everything we do, we are aiming to have an organisation which continually scrutinises our decisions.</p>	Corporate Director	In progress

16.October 2015 – Supporting the Independence of Older People: Are Councils Doing Enough

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Rate your progress as:
					<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Rate your progress as:
1	Improve governance, accountability and corporate leadership on older people's issues	Housing Senior Manager	<ul style="list-style-type: none"> • the appointment of a senior lead officer who is accountable for coordinating and leading the council's work on older people's services; • realigning the work of the older people's strategy coordinators to support development and delivery of plans for services that contribute to the independence of older people; • the appointment of a member champion for older people's services; and • regularly disseminating and updating information on these appointments to all staff and stakeholders. 	<p>Head of Adult Health and Welfare is responsible for leading the work of the council on services for older people.</p> <p>A Wellbeing Manager has been appointed and is responsible for ensuring that Gwynedd Council's Age Well action plan is implemented. Specific work program to be set within the next few months.</p> <p>Older People's Champion has been identified, and represents the interests of older people in Gwynedd.</p>	In progress
2	Improve strategic planning and better coordinate activity for services to older people	Housing Senior Manager	<ul style="list-style-type: none"> • ensuring comprehensive action plans are in place that cover the work of all relevant council departments and the work of external stakeholders outside of health and social care; and • engaging with residents and partners in the development of plans, and in developing and agreeing priorities. 	<p>Draft Ageing Well Action Plan has been created but not approved. Discussions to be held with the Corporate Management Team on what to prioritize and how to proceed.</p> <p>Age Cymru Gwynedd and Anglesey have engaged with older people to know what their priorities are.</p>	In progress
3	Improve engagement with, and dissemination of, information to older people by ensuring advice and information services are appropriately configured and meet the needs of the recipients.	Housing Senior Manager		<p>Work program to be developed under Care Challenge to raise community awareness of what is required by the new law and how they can play a role in promoting the independence of older people and joint commissioning of services for them.</p>	In progress
4	Ensure effective management of performance for the range of services that support older people to live independently:	Housing Senior Manager	<ul style="list-style-type: none"> • setting appropriate measures to enable members, officers and the public to judge progress in delivering actions for all council services; • ensuring performance information covers the work of all relevant agencies and especially those outside of health and social services; and • establishing measures to judge inputs, 	<p>Measures have been identified within the Ageing Well Action Plan, but discussions to be taken as to their appropriateness and monitoring mechanism. The majority of outputs are based on the national framework for the Social Services Wellbeing Act.</p>	Being planned

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Rate your progress as:
			outputs and impact to be able to understand the effect of budget cuts and support oversight and scrutiny.		<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
5	Ensure compliance with the Public Sector Equality Duty when undertaking equality impact assessments	Housing Senior Manager	<ul style="list-style-type: none"> • setting out how changes to services or cuts in budgets will affect groups with protected characteristics; • quantifying the potential impact and the mitigation actions that will be delivered to reduce the potentially negative effect on groups with protected characteristics; • indicating the potential numbers who would be affected by the proposed changes or new policy by identifying the impact on those with protected characteristics; and • ensuring supporting activity such as surveys, focus groups and information campaigns includes sufficient information to enable service users to clearly understand the impact of proposed changes on them. 	<p>The conducting of Equality Impact Assessments on proposed cuts by the council's Gwynedd Challenge has been completed.</p> <p>Corporate arrangements are in place to support corporate conducting Equality Impact Assessments. In addition, a project within Gwynedd Council's 2016-20 Corporate Equality Strategy is specifically to improve our equality impact assessment arrangements.</p>	In progress
6	Improve the management and impact of the Intermediate Care Fund	Housing Senior Manager	<ul style="list-style-type: none"> • setting a performance baseline at the start of projects to be able to judge the impact of these overtime; • agreeing the format and coverage of monitoring reports to enable funded projects to be evaluated on a like-for-like basis against the criteria for the fund, to judge which are having the greatest positive impact and how many schemes have been mainstreamed into core funding; and • improving engagement with the full range of partners to ensure as wide a range of partners are encouraged to participate in future initiatives and programmes. 	<p>Robust project management arrangements are set against Intermediate Care Fund projects. A template has been designed and agreed for reporting progress on projects that notes planned and actual spending, milestones, outputs and outcomes against individual projects funded through the Intermediate Care Fund.</p> <p>This is done while including a range of relevant partners.</p>	Complete

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

17.December 2015 – Delivering with Less – Leisure Services

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Rate your progress as: <ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
1	Improve strategic planning in leisure services by:	Ian Jones, Economy and Community Senior Manager	<ul style="list-style-type: none"> • setting an agreed council vision for leisure services; • agreeing priorities for leisure services; • focussing on the council's position within the wider community sport and leisure provision within the area; and • considering the potential to deliver services on a regional basis. 	<p>The Service has started developing the Ffordd Gwynedd business model agreeing on a purpose and implementation measures. That work takes into account the needs national and regional needs in addition to the needs of Gwynedd residents.</p> <p>Regarding Sport, Gwynedd Council takes a lead role in developing an alternative model for regional planning and commissioning activities. The business case is forecast to be in place by September, 2016 with a new organization in place by April, 2017.</p>	Being planned
2	Undertake an options appraisal to identify the most appropriate delivery model based on the council's agreed vision and priorities for leisure services	Ian Jones, Economy and Community Senior Manager	<p>The appraisal should consider:</p> <ul style="list-style-type: none"> • the availability of capital and revenue financing in the next three-to-five years; • options to improve the commercial focus of leisure services; • opportunities to improve income generation and reduce council 'subsidy'; • a cost-benefit analysis of all the options available to deliver leisure services in the future; • the contribution of leisure services to the council's wider public health role; • better engagement with the public to ensure the views and needs of users and potential users are clearly identified; • the impact of different options on groups with protected characteristics under the public sector equality duty; and • the sustainability of service provision in the future 	<p>In terms of leisure centers, a Project Board has been established, that will be chaired by a Cabinet member, to review the role of the leisure service to the future. A work program is in place in response to all these points, but adapting the service to achieve savings is the goal, taking account of the national direction, including this report.</p> <p>Through the efficiency savings program, the Service has managed to identify £ 700k of savings in the last two years. In addition, commercial principles are being developed with the aim of further reducing the subsidy over time. This has led the Service to target potential users and to invest in the right places in order to get the best effect.</p> <p>Developing a Ffordd Gwynedd business model ensures better engagement with consumers and that the impact of different interventions are measured accurately.</p> <p>In terms of contribution to public health, the Service is taking a leading role in providing preventive services. A recent example of this is the success of the 'DementiaGo' scheme offering services to users suffering from Dementia.</p>	In progress
3	Ensure effective management of performance of leisure	Ian Jones, Economy and	This should cover council-wide and facility specific performance and	The Service has already developed a robust performance measurement framework for five specific purposes and that it is in place. In terms of	Completed

EXTERNAL AUDIT REPORTS 2012/13 – 2016/17

APPENDIX 1

Ref	Recommendations for Improvement	Responsibility	Implementation Plan	Progress	Rate your progress as:
	services by establishing a suite of measures to allow officers, members and citizens to judge inputs, outputs and impact.	Community Senior Manager	include: <ul style="list-style-type: none"> • capital and revenue expenditure; • income; • council 'subsidy'; • quality of facilities and the service provided; • customer satisfaction; • success of 'new commercial' initiatives; • usage data – numbers using services/facilities, time of usage, etc; and • impact of leisure in addressing public health priorities. 	leisure facilities, the framework measures: <ul style="list-style-type: none"> • Revenue expenditure. • Income. • Customer satisfaction. • The success of marketing interventions and capital investments. • Information usage down to individual consumers postcode to identify 'trends'. • Benchmarking knowledge in order to measure leisure centers' attainment against each other and also against out of county centers. • Rate of retention of users to learn what could be done differently or better. <p>Up to the end of 2016/2017, the Service will contribute to Public Health Wales priorities in the areas of obesity and smoking cessation within the Healthy Living Unit. This will come to an end at the end of the year as a result of Gwynedd Challenge decisions.</p>	<ul style="list-style-type: none"> • Not started • Being planned • In progress • Complete
4	Improve governance, accountability and corporate leadership on leisure services	Sioned Williams, Head of Economy and Community Department	<ul style="list-style-type: none"> • regularly reporting performance to scrutiny committee(s); • providing elected members with comprehensive information to facilitate robust decision-making; • benchmarking and comparing performance with others; and • using the findings of internal and external audit/inspection reviews to identify opportunities to improve services. 	<p>The Service reports on performance and achievement on a regular basis to the Cabinet Member and thereby to the Cabinet. There are also sound governance within the Department and the Management Team that ensures corporate accountability and leadership in place.</p> <p>Any reports relating to the development of alternative models are directed to the appropriate Scrutiny Committee</p> <p>In terms of audit reports / internal reviews, aspects of the service are under constant review and any recommendations are acted upon. In addition appropriate reports are referred to the Audit Improvement Sub Group of the Audit Committee for further discussion if required</p>	Complete