

Appendix A - Governance Improvement Action Plan

Improvement Area	Action	Current Status
<p>Further to the action completed in last year's improvement plan in response to the WAO report '<i>Good Governance when determining significant service changes - Denbighshire County Council</i>', the Council considers further improvement is possible to ensure consistent, timely monitoring of the impact of each significant service change.</p>	<p>Chairs of decision making committees including Cabinet be reminded to ensure that debates include consideration of impact assessments.</p> <p>Pre-decision scrutiny to include consideration of the nature and frequency of future impact monitoring where appropriate.</p> <p>Head of Business Improvement & Modernisation and Head of Legal, HR & Democratic Services 31 March 2019</p>	<p>Complete as per agreed action.</p>
<p>Risks associated with significant service changes need to be better reflected within the decision reports so that the Council's decision is informed properly. Any notable adverse impacts identified within the impact assessment should be reflected within the risk assessment.</p>	<p>The guidance notes contained within the Report Templates will be reviewed to emphasise the need to identify and clearly explain within the body of the report any associated risk and impacts.</p> <p>Strategic Planning Team Manager and Head of Legal, HR and Democratic Services 31 March 2019</p>	<p>Strategic Planning Team Manager and Democratic Services Manager have discussed new wording for report templates. Report template has been updated with revised wording to promote consideration of risks arising from the decision to proceed.</p> <p><i>Promotion of the changes is required to ensure relevant officers are aware of the change and complete the section correctly.</i></p>

Improvement Area	Action	Current Status
Promote officer awareness of the code of conduct including declaration of interests and whistleblowing policy	An e-learning training module will be rolled out to new staff initially and then to all staff. Strategic HR Manager 31 March 2019	This is being developed and is on track for being rolled out next year.
Budget gap identified in the MTFP and a new programme board is being established to identifying savings. The Council needs to capture how savings will be achieved within the required timeframe to address the budget gap.	Board established, terms of reference agreed and process for 2019/20 begun. Head of Finance 28 February 2019	Report to Corporate Governance Committee in September 2018 outlined the Reshaping the Council board and its purpose to ensure the Council is able to deliver the required savings.
Transition relating to changes within the Senior Leadership Team to minimise impact to service delivery.	Processes in place to manage changes at senior level to ensure new officers fully deliver their roles and responsibilities effectively. SLT & HR 31 December 2018	This is being managed on a case by case basis.
Increased reliance on partners to work with the Councils to deliver key services requires robust arrangements for overseeing and monitoring to ensure that they are effective.	Review Partnership Governance Manual and SLT to be made aware so that partnerships apply the requirements. Strategic Planning Team Manager & SLT 31 March 2019	This year's service challenge process has an emphasis on alternative service delivery models. Services are required to complete information around the partnerships and ASDM it is involved in along with details of monitoring arrangements in place. This will enable the service challenge process to challenge any ASDMs that are not perceived to be effective.
Increasing number of core services are being delivered through large and complex contracts require effective arrangements for contract management.	Internal Audit review of Contract Management in 2018/19. Chief Internal Auditor 30 June 2019	Internal Audit planned for quarter 4 2018/19.

Improvement Area	Action	Current Status
<p>Demonstrate that proposed benefits are achieved from major programmes and projects.</p>	<p>Internal Audit review of programme and project management benefit realisation in 2018/19.</p> <p>Chief Internal Auditor 31 March 2019</p>	<p>Internal Audit of programme and project management underway which includes a review of closed project to assess benefit realisation achievement.</p>
<p>Compliance with General Data Protection Regulations (GDPR) from May 2018 will require significant resource from across the Council.</p>	<p>Information Governance Group has developed an action plan and reliance on services to assist with implementing the necessary actions to comply with the new regulations. Communication and mandatory training to be delivered as per the action plan.</p> <p>Head of Business Improvement & Modernisation</p> <p>31 March 2019</p>	<p>The Information Governance Group's action plan is making progress, as summarised below:</p> <ul style="list-style-type: none"> • GDPR training is being rolled out this Autumn – 52% complete. • Council Information Assets Register operational but is still being refined – 70% complete • Contracts' wording is amended for new contracts going forward, and a review of existing contracts is underway to update wording.