

Appendix 1 - Corporate Governance Framework Action Plan

Action Required	Rationale/Purpose	Responsibility	Timescale	Progress
				Green – complete Amber – in progress Red - Outstanding
Finalise & publish the Corporate Plan 2012-17	<ul style="list-style-type: none"> Exercise strategic leadership by developing and clearly communicating our Corporate Plan and its intended improvement outcomes 	Head of Business Planning & Performance	N/A	Council approved 9 October 2012 and published on the same day
Finalise & implement new target setting approach to encourage consistency and provide clearer definitions of our RAG system	<ul style="list-style-type: none"> Ensure that arrangements are in place at service level to manage performance that is of corporate importance to the Council as set out in the Corporate Plan 	Head of Business Planning & Performance	N/A	Reported to SLT 5 July 2012
Develop a more strategic approach to the efficiency programme	<ul style="list-style-type: none"> Develop tools to deliver a high performance culture delivering value for money 	Head of Finance & Assets	To be agreed	Workshops have taken place with elected members to raise awareness of the requirement to change. A Corporate Director is undertaking a review of the current service challenge process and, once the current budget process is concluded, work will commence on reviewing a number of identified options.
Continue to update & develop the Constitution in line with the Local Government (Wales) Measure 2011	<ul style="list-style-type: none"> Having clear responsibilities and arrangements for accountability 	Head of Legal & Democratic Services	N/A	Compulsory elements of Measure incorporated into Constitution. Draft guidance for consultation regarding Joint Overview and Scrutiny Committees and Annual Reports by Members been to Democratic Services Committee for comment in December 2012. Further amendments to Constitution may be required following publication of final guidance and regulations.
Clarify the role that the Council will play in helping to deliver the Compact	<ul style="list-style-type: none"> Ensure that relationships between the Council and its partners are clear, so that each knows what to expect of the other 	To be agreed	To be agreed	

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Finalise & issue Partnership Governance Framework	<ul style="list-style-type: none"> Ensure that relationships between the Council and its partners are clear, so that each knows what to expect of the other. Ensure that an effective risk management system is in place Ensure that scrutinising arrangements are in place to scrutinise the effectiveness of partnership relationships 	Head of Business Planning & Performance	N/A	Partnership Governance Toolkit on Intranet & sent to all Heads of Service.
Implement recommendations arising from WAO's review of collaboration arrangements	<ul style="list-style-type: none"> Ensure that relationships between the Council and its partners are clear, so that each knows what to expect of the other 	To be agreed	To be agreed	Awaiting report
Develop & implement a robust process for deciding on and approving Part II reports to committees	<ul style="list-style-type: none"> Be rigorous and transparent about how decisions are taken 	Head of Legal & Democratic Services	N/A	SLT has been consulted on the principle and final checklist forms will be issued in January 2013.
Internal Audit reviews of specific governance areas	<ul style="list-style-type: none"> Ensure that arrangements are in place for the strategic overview of the Councils governance arrangements 	Head of Internal Audit Services	31/03/13	<ul style="list-style-type: none"> Review of Performance Management complete. Review of Risk Management programmed for early 2013 Setting up new Assurance Framework to identify clearly where the Council gets its assurance from
Implements actions arising from the above Internal Audit reviews	<ul style="list-style-type: none"> Ensure service improvement 	As per Internal Audit report action plan	As per Internal Audit report action plan	Action Plan in place for Performance Management review. IA follow up planned.
Implement recommendations arising from WAO's review of Scrutiny arrangements	<ul style="list-style-type: none"> Be rigorous and transparent about how decisions are taken. Listen and act on the outcome of constructive scrutiny 	To be agreed	To be agreed	Awaiting report

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Review & relaunch Whistleblowing Policy & Anti-Fraud & Corruption Policy	<ul style="list-style-type: none"> Evidence of openness & transparency 	Head of Legal & Democratic Services	31/03/13	Work not yet started. To be commenced in January 2013.
Embed risk management through the ownership and management of risk as part of the decision-making processes, both at officer & elected member level throughout the Council	<ul style="list-style-type: none"> Ensure that an effective risk management system is in place 	Corporate improvement Manager	N/A	The new risk management system is in place and operational. Service and Corporate Risk Registers are reviewed at least twice annually. IA review in 2013 will also assess level to which risk management is embedded.
Revise & update Financial Regulations	<ul style="list-style-type: none"> Embed compliance with laws & regulations placed on the Council at service level 	Chief Accountant	31/03/13	No progress to date
Revise & Update Contract Procedure Rule	<ul style="list-style-type: none"> Embed compliance with laws & regulations placed on the Council at service level 	Strategic Procurement Manager	31/03/13	Work in progress
Improve quality & completion rates of employee appraisals	<ul style="list-style-type: none"> Make sure that elected members and officers have the skills, knowledge, experience and resources they need to perform well in their roles 	Head of Strategic HR / Head of Customers & Education Support	31/03/13	Report to SLT September 2012. Appraisal rates had reduced in 2011/12 compared to 2010/11. Appraisal reports now part of employee relation reports to Heads of Service & also part of service challenge process.
Develop & implement proposals for improving the flexibility of the workforce to enable us to utilise members of staff in the areas of greatest need	<ul style="list-style-type: none"> Make sure that elected members and officers have the skills, knowledge, experience and resources they need to perform well in their roles 	Head of Strategic HR	31/03/17	Part of Modernising Programme. Programme delivery group & programme managers appointed.

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Develop & implement an elected member training needs assessment	<ul style="list-style-type: none"> • Make sure that elected members have the skills, knowledge, experience and resources they need to perform well in their roles • Develop the capability of people with governance responsibilities and evaluate their performance as individuals and as a group 	Lead Member for Modernising & Performance	On-going	Training Plan for 2012/13 formulated for the new Council in May 2012, following a detailed process involving key members & officers. The Plan includes training sessions up until the end of March 2013. A detailed Questionnaire was sent to members at the end of the summer, which captured information which will be used to help formulate the training plan for year 2 of the new Council.
Develop & implement an elected member performance management process	<ul style="list-style-type: none"> • Make sure that elected members and officers have the skills, knowledge, experience and resources they need to perform well in their roles • Develop the capability of people with governance responsibilities and evaluate their performance as individuals and as a group 	Lead Member for Modernising & Performance	On-going	Paper going to informal Council in February 2013, which will fully explore and discuss all member training matters, and which will assist members to fully engage in the performance management process.
Finalise & implement the Community Engagement Strategy	<ul style="list-style-type: none"> • Become an outward looking Council, proactively seeking contributions from other public sector agencies, the private / voluntary and community groups to assist the county and the Council • Establish a consultation framework for the way that the Council engages and consults with stakeholders and the public and ensures clear channels of communication. 	Head of Business Planning & Performance	31/01/13	The Community Engagement Strategy is in final draft form and will be launched Jan 2013

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Develop & implement an action plan to address outstanding issues relating to information governance	<ul style="list-style-type: none"> Ensure that the right information is available in the right format, which encourages knowledge to be created, shared, learned, enhanced & organised for the benefit of the Council and the community 	Head of Business Planning & Performance	Various	Action to develop enhanced information management capacity agreed. New team in place April 2013. Action plan in place for 2012/13
Internal Audit review in 2012-13 of Data Protection Act and Freedom of Information to provide a more detailed review of these two key areas of information management	<ul style="list-style-type: none"> Ensure that policies are in place to govern the management and secure handling, storage, disposal and sharing of information assets 	Head of Internal Audit Services	30/09/12	<ul style="list-style-type: none"> Draft report issued 24/08/12 Escalation meeting with Directors & Lead Members 07/11/12 Final report issued 09/11/12 Follow up due Jan/Feb 2013
Develop a more consistent approach to the use of information to support strategic planning and decision-making.	<ul style="list-style-type: none"> Ensure that the right information is available in the right format, which encourages knowledge to be created, shared, learned, enhanced & organised for the benefit of the Council and the community 	Head of Business Planning & Performance	31 July 2012 (for completion of initial scoping exercise)	Scoping report complete and output agreed. New Management Information function will be operational by Jan 2013

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<p>Implement recommendations arising from WAO review of Annual Governance Statement 2011/12</p>	<ul style="list-style-type: none"> • Good governance is about how the Council ensures that it is doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable way. It comprises the Council's systems, processes, cultures and values, through which we account to, engage with and, where appropriate, lead our communities. It enables us to monitor whether those objectives have led to the delivery of appropriate, cost-effective services 	<p>Governance Group</p>	<p>To be agreed</p>	<p>Await report</p>