Appendix 1 - Corporate Governance Framework Action Plan

Action Required	Rationale/Purpose	Responsibility	Timescale	Progress as at 13 February 2013
			Key	**Green – complete** **Amber – in progress** **Red - Outstanding**
Finalise & publish the Corporate Plan 2012-17	• 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	• 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	• Develop tools to deliver a high performance culture delivering value for money	Head of Finance & Assets	Summer 2013	**Draft service challenge process agreed at CET. Draft proposals for future efficiency programme presented to SLT and Modernisation Board.**
Continue to update & develop the Constitution in line with the Local Government (Wales) Measure 2011	• 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 Draft guidance for consultation regarding Joint Overview and Scrutiny Committees and Annual Reports by Members been to Democratic Services Committee for comment in December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	• Ensure that relationships between the Council and its partners are clear, so that each knows what to expect of the other	Head of Business Planning & Performance SLT	To be agreed	**Partnership Governance Toolkit on Intranet & sent to all Heads of Service.** **There has also been an agreement at SLT last year about which HoS is responsible for taking forward each element of the compact**

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Finalise & issue Partnership Governance Framework	• 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	• 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	• 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	• Ensure that arrangements are in place for the strategic overview of the Councils governance arrangements	Head of Internal Audit Services	31/03/13	• **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	• Ensure service improvement	As per Internal Audit report action plan	As per Internal Audit report action plan	**Actions relating to Performance Management review have been implemented**
Implement recommendations arising from WAO's review of Scrutiny arrangements	• 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	• Evidence of openness & transparency	Head of Legal & Democratic Services	31/03/13	**Work not yet started. Planned to commence 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	• 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	• Embed compliance with laws & regulations placed on the Council at service level	Chief Accountant	31/03/13	**Work in progress. Draft document to be developed by 31 March 2013.**
Revise & Update Contract Procedure Rule	• 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	• 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 rates for 2012/13 have increased and as at end of January stood at 73%.** **Appraisal completion rates are also discussed as part of the 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	• 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.** **Project brief will go to the Modernisation Board on 1 March 2013.**

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Develop & implement an elected member training needs assessment	•	Make sure that elected members have the skills, knowledge, experience and resources they need to perform well in their roles	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 the capability of people with governance responsibilities and evaluate their performance as individuals and as a group			**Workshop arranged on Members training in April 2013.**
Develop & implement an elected member performance management process	•	Make sure that elected members and officers have the skills, knowledge, experience and resources they need to perform well in their roles	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.**
	•	Develop the capability of people with governance responsibilities and evaluate their performance as individuals and as a group			
Finalise & implement the Community Engagement Strategy	•	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	Head of Business Planning & Performance	31/01/13	**The Community Engagement Strategy is in final draft form and planned for launch in January 2013**
	•	Establish a consultation framework for the way that the Council engages and consults with stakeholders and the public and ensures clear channels of communication.			

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Develop & implement an action plan to address outstanding issues relating to information governance	• 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	• 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	• **Draft report issued 24/08/12** • **Escalation meeting with Directors & Lead Members 07/11/12** • **Final report issued 09/11/12** • **Follow up due May 2013**
Develop a more consistent approach to the use of information to support strategic planning and decision-making.	• 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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Implement recommendations arising from WAO review of Annual Governance Statement 2011/12	• 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	Governance Group	To be agreed	Await report