

ISLE OF ANGLESEY COUNTY COUNCIL

COMMITTEE:	AUDIT COMMITTEE
DATE:	23 JULY 2013
TITLE OF REPORT:	DRAFT ANNUAL GOVERNANCE STATEMENT 2012-13
PURPOSE OF REPORT:	COVERING REPORT FOR PRESENTING INTIAL DRAFT OF THE GOVERNANCE STATEMENT
REPORT BY:	DEPUTY CHIEF EXECUTIVE
ACTION:	CHALLENGE AND MAKE COMMENTS

1. **Background**

- 1.1 This is the covering report to enable discussion of the Draft Annual Governance Statement (AGS) for the last financial year. The current draft is still at a consultation and challenge stage and will go on to officers and members for comment before being brought back to this Committee for approval at its meeting in September.

2. **Need for Annual Governance Statement**

- 2.1 The Council is required to review at least once in a year of the effectiveness of its system of internal control and governance arrangements and publish a statement reporting on the review at the same time as the Statement of Accounts.
- 2.2 This requirement is based on the CIPFA/SOLACE Statement from 2007 on Delivering Good Governance in Local Government. It is now a statutory requirement in England and since 2011 has had almost the same status in Wales. The expectation is that each authority adopts a local code of governance based on the principles in the CIPFA/ SOLACE framework then conducts a review against the framework and the local code.

3. **Wales Audit Office Assessment for 2011-12**

- 3.1 The Review of Governance is aligned with assessment requirements under Local Government Measure and the Auditor General must audit arrangements within local authorities – their aim is to place reliance on the Council's own assessment. In order to gain assurance over the assessment, in 2012 the Wales Audit Office conducted a review of process and documentation in all local authorities in Wales. The national report isn't available yet but WAO local feedback was positive. There were three main messages from the discussion:-

- That we reported in too much detail and not focusing on the “current significant governance issues in relation to the authority achieving its vision” – it was suggested that we went back to the model and consider adopting the approach of authorities with recognised good practice
- That the arrangements need to be broadened to provide further assurance on the Council’s vision and outcomes for the public
- That there is scope to evaluate the effectiveness of our controls.

3.2 We have tried to address the first point and have looked closely at the arrangements at some of the North Wales authorities and others highlighted in a national review in England.

3.3 The second point is partly addressed by aligning the AGS with the Corporate Self-Assessment, the Transformation Plan and the Risk Register and also by using the Performance Review Group to ensure that there was sufficient corporate planning and performance input.

3.4 The third point will need more time; there are examples of tools that might be used for the assessment in future years.

4. **Role of the Audit Committee**

4.1 The approval of the Annual Governance Statement (prior to signing by the Leader and the Chief Executive) is in the Terms of Reference of the Audit Committee.

“3.4.8.1.1. (viii) to ensure that the authority has a sound system of internal control which facilitates the effective exercise of functions and which includes arrangements for the management of risk and adequate and effective financial management. To review the effectiveness of internal control at least once a year and approve an Annual Governance Statement for inclusion with the authority’s Statement of Accounts.”

5. **Considerations**

Are there any significant gaps in the description of the governance arrangements and are there any weaknesses in the arrangements?

Does the conclusion on Significant Governance Issues sound right?

Any comments on the proposed actions?

6. **Recommendation**

That the Audit Committee considers the draft document and makes comments.

That the Audit Committee asks for regular updates on the developing governance action plan.

ANNUAL GOVERNANCE STATEMENT – 2012-13 Draft

1 BACKGROUND

Following a Corporate Governance Inspection in 2009 the Auditor General took intervention measures in the affairs of the Isle of Anglesey County Council under section 15 of the Local Government Act 1999. From March 2011 to September 2012, Commissioners appointed by the then Minister for Social Justice and Local Government exercised the Council's executive function. In October 2012 decision making powers were returned to the Leader and his Executive Committee with safeguards. Following the elections for county council members in May 2013 and the subsequent appointment of a new administration, the intervention was brought to an end at the end of May.

During the period of intervention, the Council worked to the Commissioners' ten improvement themes which included a number of areas to strengthen corporate governance. In preparation for the new Council with thirty members rather than forty as previously, the County Council's Constitution and in particular the scrutiny arrangements were updated. A Transformation Plan for the authority was adopted in January 2013 setting out the agenda for its work up to 2016. It is a programme of change driven by the Council itself.

2 SCOPE OF RESPONSIBILITY

The Isle of Anglesey County Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Council also has a duty under the Local Government (Wales) Measure 2009 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Council is also responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions, and which includes arrangements for the management of risk and adequate and effective financial management.

The Council has approved and adopted a local code of corporate governance which is consistent with the principles of the CIPFA/SOLACE Framework, Delivering Good Governance in Local Government. A copy of the local code is on our website at <http://www.anglesey.gov.uk/council-and-democracy/governance-and-performance-/corporate-governance/> or can be obtained from [???]. This statement explains how the Council has complied with the code and it meets the requirements of non-statutory proper practice encouraging the publication of an Annual Governance Statement. It also meets the requirement of regulation 4(2) of the Accounts and Audit (Wales) Regulations 2005 in relation to the publication of a statement on internal control.

3 THE PURPOSE OF THE GOVERNANCE FRAMEWORK

The governance framework comprises the systems and processes, and culture and values, by which the authority is directed and controlled and its activities through which it accounts to, engages with and leads the community. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost effective services.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to

identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at the Council for the year ended 31 March 2013 and remains applicable up to the date of the approval of the Statement of Accounts. Where new arrangements have been introduced during the year, or following the elections in May 2013, this has been noted.

4 THE GOVERNANCE FRAMEWORK

The current framework as it relates to each of the six Corporate Governance principles is described in the schedules to the Local Code of Governance which is available at <http://www.anglesey.gov.uk/council-and-democracy/governance-and-performance-/corporate-governance/>.

The following summary focuses on the areas of weakness and work on development and strengthening of the framework during the 2012-13 financial year. It is also linked back to the Transformation Plan themes.

Principle One: Focusing on the purpose of the authority and on outcomes for the community and creating a vision for the local area

**Transformation Theme: Customer, Citizen and Community Focused
Committed to Partnership; Achieving**

A Community Strategy was in place during the year and a Single Integrated Strategic Plan was being developed in its place under the oversight of the Local Services Board. This change resulted from the national initiative to rationalise partnerships and plans. The Single Integrated Strategic Plan was subsequently approved soon after the end of the year.

A Corporate Plan 2012-15 was in place throughout the year and was reinforced by work undertaken during the year. The New Anglesey Roadmap which was a strategic, high level report, was endorsed by the Council in September 2012. The Transformation Plan to identify the programme of work emanating from the Roadmap and integrating it with the Council's other work programmes was developed by the Senior Leadership Team and adopted in January 2013.

An annual budget and high level Medium Term Revenue Budget Strategy was approved in March 2012 and updated in March 2013 following public consultation. The budget process included discussion in the public domain on the adequacy of reserves; robustness of estimates and treasury management arrangements as required. The Medium Term Financial Strategy needs to be developed.

The Statement of Accounts for 2011-12 were published on a timely basis with a draft being publicly available at the end of June and published with an unqualified audit opinion by the end of September as required. The certificate of completion of the audit was not issued [until ???] as a result of an objection to the accounts by an elector. Arrangements are in place to publish the 2012-13 accounts in line with the statutory timetable.

An Improvement Plan (Performance Review) report was approved by the County Council in October 2012. The Plan looked back to assess how we performed against the priorities and targets as set out in our 2011/12 Corporate Business Plan. This was assessed by the Wales Audit Office in its Improvement Assessment Letter as the Council having complied in full with

its improvement reporting duties under the Measure; but the content and structure of the Report could include more qualitative information to provide a more rounded evidence base. A Corporate Self-Assessment was undertaken in April 2013.

Partnership arrangements are in place on a case by case basis but there is no overarching partnership framework in place. This has been identified as a weakness.

Progress is being made on the way service quality standards are set and measured, and the information needs are to be assessed and improved. During the autumn of 2012, a series of Service Reviews was undertaken which covered budgets and performance and which informed the budget process.

A Performance Management Framework was in place throughout the year with quarterly challenges to Services and reports to the Executive and Scrutiny. The framework continues to be developed to focus on key areas of risk and transformation.

Financial Management arrangements were in place throughout the year, although there were recognised weaknesses in the old financial ledger and related systems. The implementation of new financial systems which went live in April 2013 will resolve these weaknesses.

Principle Two: Members and officers working together to achieve a common purpose with clearly defined functions and roles

Transformation Theme: Professional and Well Run

Arrangements for committees and a scheme of delegation to officers and members are included in the Council's constitution. Significant changes have been made to the committee structure and to the scrutiny function over recent years. During 2012-13 new arrangements were developed in preparation for the May 2013 elections to cater for the reduction in members from forty to thirty and for multi member wards.

A new Relationship Protocol for Members and Officers was approved in May 2012 and during 2013 we have agreed a programme supported by the Welsh Local Government Association (WLGA) to help develop the Executive and the way members and senior officers work together; this includes the key roles of Leader and Chief Executive.

The Council's new senior management structure was completed during the year as the Deputy Chief Executive started in post in June 2012, Directors of Lifelong Learning and Community in July and September 2012 respectively and a Head of Function (Resources) in January 2013. The approved senior management structure includes a Chief Executive who is the designated Head of Paid Service; a Deputy Chief Executive who is responsible for leading the internal functions of the Council and for ensuring good corporate governance; and three Directors who lead the agenda for their group of services, taking responsibility for the policy, planning and performance of those functions. These five officers form the Authority's Senior Leadership Team (SLT).

Heads of Function for Resources and for Legal and Administration are respectively the authority's designated Chief Financial Officer (CFO) and Monitoring Officer. They both report to the Deputy Chief Executive who is responsible for the management of their performance and for coordinating their governance roles within the wider corporate governance and performance and change management framework.

The approved management model is that the SLT leads on developing the vision and strategic direction of the Council and are held to account in that role; and that the extended

management team has an implementation role. The CFO and Monitoring Officer are key members of the extended management team and have access to the Chief Executive and the SLT and its individual members.

It is a requirement that local authorities assess their arrangements on an annual basis against the CIPFA Statement on the Role of the Chief Financial Officer in Local Government and report on compliance or explain any alternative arrangements. Up to January 2013 the interim CFO was a member of the SLT reporting to the Deputy Chief Executive but having access to the Chief Executive. Since January, the approved management model has been in place which is a different model to that envisaged by CIPFA but which is intended to have an equivalent impact to that envisaged by the CIPFA Statement. A protocol is being drawn up to ensure that the Council's arrangements deliver an equivalent impact; this includes access to SLT meetings and papers and other safeguards. The effectiveness of the protocol for committee papers is also being reviewed to ensure that these officers are able to provide advice at the appropriate time. The effectiveness of these arrangements will be reviewed on an annual basis.

Allowances are paid to members in accordance with a local scheme based on the decisions of the Independent Remuneration Panel for Wales. The Panel published specific reports for this Council in respect of the year. Decisions on discretionary matters are taken by the Full Council and both the schemes, and the payments made to members under the scheme, are published on the Council's website.

A Pay Policy Statement was adopted for the first time in March 2012 as required and this was updated in 2013.

Principle Three: Promoting values for the authority and demonstrating the value of good governance through upholding high standards of conduct and behaviour

Transformation Theme: Professional and Well Run

The Corporate Plan for 2012-15 sets out the Council's values and these became embedded in the Vision of the Transformation Plan and the Transformation Culture.

A Local Code of Corporate Governance was adopted in October 2012, drawing together and formalising existing governance arrangements.

There are a number of codes of conduct and protocols in place as part of the Constitution to ensure high standards of conduct and behaviour. There is a Policy for the Prevention of Fraud and Corruption in the Constitution with subsidiary plans in place.

An active and effective Standards Committee is in place and it reported on its work at the end of the year.

Principle Four: Taking informed transparent decisions which are subject to effective scrutiny and managing risk

Transformation Theme: Innovative, Ambitious and Outward Looking

The constitution and associated procedures establish responsibilities for decision making. Decisions are made taking account of appropriate professional advice including legal and financial advice. Executive decisions are published and subject to scrutiny. The arrangements for delegation of Executive decisions to individual members are not well understood across the authority and there are plans to clarify the requirements.

In November, the Council introduced new systems to ensure easy access to the Council's agendas, papers and minutes and from May members and the public have had the full benefit of access to committee papers and supporting information. Members have direct access to this electronic system during meetings.

Scrutiny was strengthened as part of the Commissioners' programme of work and an Annual Report was published in May setting out the work done by the Committees during the year. [Include something from the outputs of the review in early 2013] From June 2013 the number of scrutiny committees has been reduced from five to two.

Risk Management arrangements have been developing over the last two years and the policies and guidance were reaffirmed and formally adopted in September 2012. Arrangements continue to be embedded in services and corporately.

The management of change has been weak within the authority and project management not embedded. Since the end of the year, significant steps have been taken to develop a new programme and project management framework and to provide capacity to support the Transformation Plan.

An effective Audit Committee is in place. The committee conducted a self-assessment during the year and reported on its work at the end of the year.

There are transparent and accessible arrangements for dealing with complaints and a new Concerns and Complaints Policy came into force in April 2013 based on the Model Policy developed with the Public Services Ombudsman for Wales. There are also formal arrangements for whistle blowing.

Principle Five: Developing the capacity and capability of Members and Officers to be effective

Transformation Theme: Valuing and Developing our People

The Council has been working towards achieving the Member Charter awarded by WLGA. Member job descriptions have been in place since 2012 and personal development reviews and development plans were being introduced. An induction programme for new members was undertaken in June 2013 onwards. The Democratic Services Committee oversees these areas and its Chair serves as Member Development Champion.

A Democratic Renewal Strategy was completed in the year in preparation for the elections held in May 2013. This strategy contributed to increased participation and increased voter turnout.

As a result of public engagement activity over the last few years, there is a pool of citizens who have volunteered to assist the Council in the future.

We have a People Strategy and we retained our Investors in People accreditation in the year. There was an induction programme in place for staff throughout the year and a managers' induction programme was launched in April 2013.

The Corporate Personal Development Review scheme introduced in 2011-12 was further embedded and developed in the year. The scheme covers all staff including senior managers. Over 60% of staff received their appraisal, a similar level to the previous year. Targets have been set to ensure a higher rate during 2013-14. Arrangements are being made to target training and development on a more consistent and focused basis, linked to appraisal, as budgets are reduced.

During 2012 we adopted a Workforce Development Strategy and Succession Planning Strategy. A Talent Strategy was being developed in the year and work is proceeding to embed it into the competency appraisal process. This is due to be fully adopted in 2013.

The People Strategy 2012-15 is due to be reviewed in 2013 and will incorporate the needs of the Transformation Plan and outcomes of the staff survey conducted in May and June 2013.

As part of the activity on the Transformation Plan and staff engagement activity, individuals across the authority have been given an opportunity to work on corporate projects and strategies.

Principle Six: Engaging with local people and other stakeholders to ensure robust accountability

Transformation Theme: Customer, Citizen and Community Focused

The Community Engagement Strategy produced in 2011 was still in place and was supported by Good Practice Consultation and Engagement Guidelines for staff. This strategy is now dated and is to be replaced by a Customer Care Strategy and the new Corporate Communication Strategy.

Arrangements for engagement with groups of stakeholders continued to develop during the year with a Community Council Charter approved in 2012 and a Voluntary Sector Compact formally approved at the end of the year.

Arrangements are in place to engage with Welsh Government, External Audit and other regulators and WLGA. These have been strengthened during the recent periods of intervention and need to be sustained as part of the continuing governance arrangements.

A Communication Strategy produced for 2012-15 was in place for the year and gained formal approval during the year. The strategy has four strands: Citizen and Community Engagement; Media; the Council Brand; and Internal Communication. Internal Communication is a key area for development in the Transformation Plan.

Corporate planning for the year was firmly based on engagement with local people and stakeholders in respect of the Corporate Plan and the Single Integrated Strategic Plan. Corporate Planning was linked to financial planning by consulting jointly on the Improvement Priorities and the Budget Strategy.

Annual reports on their work were published by Scrutiny as well as the Standards and Audit Committees.

There are longstanding arrangements for engaging with employees: with Trade Unions through the Local Joint Consultative Committee and less formal meetings, and communication with staff generally through e.g. monthly staff bulletins. Managers and staff are being consulted and involved in decision making as part of the Transformation Programme.

5 REVIEW OF EFFECTIVENESS

The Isle of Anglesey County Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of managers within the authority who have responsibility for the development and maintenance of the governance environment, the head of internal audit's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

The effectiveness of the governance framework has been evaluated by a combination of:

- the results of the regular in-year review and monitoring by officers and committees;
- a review of relevant documents prepared during the year or relating to the year;
- the reports of the Commissioners leading to the ending of intervention at the end of May 2013;
- the Corporate Self-Assessment Report covering the period November 2012 – April 2013 and the transition back to local control, including reviews of feedback from Estyn and CSSIW and the related recovery boards on the improvement work in relation to Education and Children's Services;
- a series of interviews with key officers;
- discussion with, and receiving comments from, groups of officers and members including the SLT and the Executive.

Regular in-year review and monitoring includes:

- reviews of the Constitution and ethical governance arrangements by the Monitoring Officer, and the review of compliance with the Regulation of Investigatory Powers Act,
- formal risk management activity, including specific consideration of those risks linked to governance processes,
- Internal Audit, whose work takes account of identified risks through regular audits of the major systems, establishments, major projects and major governance processes, including risk management, in accordance with the annual internal audit plan, and which includes 'follow-up' work to ensure that senior officers implement agreed recommendations,
- the annual assessment of Internal Audit by the Council's external auditors,
- the work of the Council's Scrutiny and other Committees, including its Audit and Standards committees,
- the opinions and recommendations of the Council's external auditors and other review agencies and inspectorates,
- the regular monitoring of improvement and performance against the Corporate Plan and its supporting plans and strategies by members and senior managers,
- assessments of the statutory officers, such as the Chief Financial Officer and the Monitoring Officer against regulatory requirements and recommended best practice.

Key policies, and any amendments to them, are approved by the Executive and where appropriate, formally adopted by the County Council.

The Audit Committee was asked for views on the effectiveness and completeness of the framework and comments on a draft version of this AGS before final draft was taken to the Audit Committee for approval.

6 SIGNIFICANT GOVERNANCE ISSUES

Excellent progress was made across a number of governance themes during the year leading to an Annual Improvement Report from Wales Audit Office concluding “that the Council has a comprehensive plan for improvement which will be challenging to achieve, but which has realistic prospects to bring significant improvements to services and the people of Anglesey. [they] found that:

- the Council has discharged its improvement planning duties under the Local Government (Wales) Measure 2009 (the Measure) and has acted in accordance with Welsh Government guidance;
- the Council continues to make steady progress in addressing the proposals for improvement identified in previous assessments;
- the Council has clear and robust financial plans but faces a number of financial challenges with continuing austerity measures; and
- the Council has developed an organisational development plan to support long-term improvement and modernise the way the Council works.”

Subsequently, intervention was brought to an end at the end of May 2013.

The report of the Head of Internal Audit gives assurance on the framework for internal control. It identifies three reviews carried out during the year which received a “red” assurance opinion. These reviews related to Business Continuity, Data Security and Modern Records Management. The recommendations from all of these reports have been included in a Corporate Information Management Action Plan. The report also identifies four areas where significant weaknesses in control would prevent the Council placing reasonable reliance on the systems of internal control in respect of those systems reviewed during the year. These areas were:

- Business Continuity;
- Risk Management;
- Governance: compliance with key corporate policies and procedures;
- Information Management.

Good progress was made on a number of the actions resulting from the 2011-12 Annual Governance Statement:

- The Council adopted a Local Code of Governance and signed off the Single Integrated Plan incorporating the Health, Social Care and Wellbeing Strategy;
- We published unqualified accounts by the statutory deadline;
- Work was well underway on the Action Plans developed following adverse reports on the Council’s services by Estyn and CSSIW;
- Added impetus was given to the Job Evaluation and Equal Pay processes during the year.

Progress is slower on some of the other areas:

- Risk Management, although the Framework is now formally approved;
- Business Continuity;
- Compliance with key corporate policies, including staff appraisals;
- Data Security and Information Governance.

These items are reflected in the report of the Head of Internal Audit and are included in the governance action plan for 2013-14.

Based on the review outlined above, and in particular, the annual report of the Head of Internal Audit; the findings of the outgoing Commissioners in their Commissioners’ Reports; the Annual Improvement Report by the Wales Audit Office; and the work of the Senior Leadership Team in formulating the Council’s Transformation Plan, the following issues have

been identified as the current significant governance issues in relation to the authority achieving its vision:

Significant Governance Issues	
Issue	Actions Identified
<i>The need to ensure that the Transformation Programme is delivered as planned while continuing to provide services effectively</i>	<i>Establish Transformation Boards; Programme Management Office and Governance arrangements</i> <i>Developing internal capacity to support transformation and improvement</i>
<i>The need to plan for and deliver the savings required of the Council</i>	<i>Develop a Medium Term Budget Strategy based on existing plans and projections</i> <i>Establish the Efficiency Strategy as part of the Council's core strategic plans</i> <i>Introduce Commissioning and Procurement Policy and Strategy</i>
<i>Taking appropriate technical and organisational measures against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data</i>	<i>The Council has accepted a consensual audit by the Information Commissioner</i> <i>Establish a project board to implement existing work plans and the recommendations of the Information Commissioner</i>

7 CERTIFYING THE ANNUAL GOVERNANCE STATEMENT

We have been advised on the implications of the result of the **review of the effectiveness of the governance framework** by the Audit Committee and that the arrangements **continue to be regarded as fit for purpose in accordance with the governance framework**. The areas already addressed and those to be specifically addressed with new actions planned are outlined in the document.

We propose to take appropriate steps to address these and the other weaknesses identified in the Annual Governance Statement and to further enhance our governance arrangements in the forthcoming year. We will monitor the implementation and operation of improvements through the Audit Committee and as part of our next annual review.

Leader of the Council

Date:

On behalf of the Isle of Anglesey County Council

Chief Executive

Date:

Governance Action Plan 2013-14	
Issue	Actions Identified
Significant Governance Issues	
<i>The need to ensure that the Transformation Programme is delivered as planned while continuing to provide services effectively;</i>	<i>Establish Transformation Boards; Programme Management Office and Governance arrangements.</i> <i>Developing internal capacity to support transformation and improvement.</i>
<i>The need to plan for and deliver the savings required of the Council</i>	<i>Develop a Medium Term Budget Strategy based on existing plans and projections.</i> <i>Establish the Efficiency Strategy as part of the Council's core strategic plans</i> <i>Introduce Commissioning and Procurement Policy and Strategy</i>
<i>Taking appropriate technical and organisational measures against unauthorised or unlawful processing of personal data and against accidental loss or destruction of, or damage to, personal data</i>	<i>The Council has accepted a consensual audit by the Information Commissioner.</i> <i>Establish a project board to implement existing work plans and the recommendations of the Information Commissioner</i>
Governance Framework and Review Issues	
<i>Arrangements for Monitoring the Governance Framework and Action Plan</i>	<i>Invite Audit Committee to take regular monitoring reports</i> <i>Review Terms of Reference of the Audit Committee to ensure that AGS assurance can be gathered throughout the year</i>
<i>Achieving a Cohesive Governance Framework</i>	<i>Broaden the framework to include assurance on the Council's vision and outcomes for the public</i> <i>Document the framework and ensure that all relevant and current policies, strategies, guidelines and reports are easily accessible</i> <i>Provide training to managers and staff</i>
<i>Streamlining the Self-Assessments</i>	<i>Decide how to streamline the processes for developing the Corporate Self-Assessment, the AGS and the Improvement Report</i>
<i>Evaluating the effectiveness of controls</i>	<i>Map where the Council gets its assurance in all key governance areas and use it to feed the Annual Governance Statement, linking it with the Internal Audit assurance plan and annual corporate self-assessment</i>
Development areas	
<i>Ensure coherent and effective senior management</i>	<i>Complete the Heads of Service review.</i> <i>Document and embed roles of Heads of Service and relationship with SLT</i> <i>Approve a Protocol for Statutory Officers to ensure that the Council can show that it complies with the CFO Statement.</i>

Governance Action Plan 2013-14	
Issue	Actions Identified
<i>Member Development</i>	<p>Achieve "The Wales Charter for Member Support and Development"</p> <p><i>Deliver the WLGA funded programme on developing the Executive</i></p>
<i>Developing and embedding the Corporate Performance Management system, Programme Management and the Risk Management system, and ensuring appropriate management information</i>	<p>Approve and implement a new Performance Management Framework</p> <p>Review arrangements for a web-based performance management system</p> <p>Identify current information systems and establish how they integrate with each other, identifying any gaps</p> <p>Embed Risk Management arrangements</p> <p>Introduce new Programme and Project Management framework</p> <p>Introduce Officer group to review and make recommendations on matters relating to performance, projects, action plans and risks</p>
<i>Strengthening Financial Management Arrangements</i>	<p>Complete the implementation of new financial systems</p> <p>Complete new staff structure for Finance</p> <p>Update Financial Procedure Rules</p>
<i>Ensuring that the basic building blocks of governance are in place consistently across departments and ensuring compliance</i>	<p>Ensure consistent absence and sickness management</p> <p>Increase the percentage of completed individual performance reviews</p> <p>Deliver the Development Priorities in the Corporate Communication Strategy</p> <p>Prepare and implement Customer Care Strategy</p>
<i>The continued need to review, and improve, the governance arrangements for partnership and collaborative working and to raise awareness and ensure compliance by officers</i>	<p>Identify relevant partnership arrangements</p> <p>Provide guidance to staff and members on setting up and managing partnerships</p> <p>Establish a new scrutiny committee focused on Partnerships and Regeneration</p> <p>Update Financial Procedure Rules, Contract Procedure Rules, Schemes of Delegation and other parts of the Constitution</p> <p>Introduce Commissioning Policy and Strategy</p>

Governance Action Plan 2013-14	
Issue	Actions Identified
<i>The need to manage reports by external audit and other regulators on a corporate basis and ensure appropriate response</i>	<p><i>Implement system for identifying regulatory work across the Council</i></p> <p><i>Implement register of regulators' recommendations and ensure monitor of progress in line with internal audit recommendations</i></p> <p><i>Introduce Officer group to review and make recommendations on the regulator's programmes and progress against agreed actions</i></p>
<i>The Council has no complete and formally approved Business Continuity Plan or ICT disaster recovery plan</i>	<p><i>Draw up Service Business Continuity Plans</i></p> <p><i>Develop the draft ICT Disaster Recovery Plan for approval</i></p>

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