


**WAO Review of Governance Action Plan 20/10/2017**

Ref	Proposal for Improvement	Intended outcome / benefit	High priority (yes/no)	Accepted (yes/no)	Actions identified (Management response)	Start date	Completion date	Action Owner (Responsible officer)	Dependencies	Notes on actions taken	BRAG status
P1	Reviewing the current remit and role of the Cabinet to enable it to focus on the Council's key priorities and significant service changes.	Cabinet is more efficient in focusing on the key priority areas of the Council.  <i>G3 The agenda for cabinet meetings focuses on the strategic issues facing the Council and the supporting reports contain scrutiny recommendations thus negating the need for Scrutiny Chairs and Group Leaders to address the cabinet. This will create a more effective governance process at Cabinet meetings.</i>	Yes	Yes	<i>G3 Amend Council Constitution to support strategic decision making by Cabinet and Pre-Scrutiny</i>	01/02/2017	07/03/2017	<i>Democratic Services Committee / Cabinet / Joint Chairs (Clive Pinney / Steve Boyd / Wyn Richards)</i>		The Constitution was changed on 7 <sup>th</sup> March 2017 to remove the right of group leaders and scrutiny chairs to speak on all matters on a Cabinet Agenda. In future group leaders have no right to speak, and scrutiny chairs can only speak if their scrutiny committee has actually scrutinised the matter.  Cabinet.pdf  Chairs of Scrutiny Panels A and B appointed and both have held their first meetings. Training provided 19/06/2017.	Blue
		<i>G6 Elected members understand their respective executive and scrutiny roles with cabinet portfolio holders understanding their remit and relationship with officers of the Council. Officers of the Council fully understand the role of the cabinet as a strategic decision making body and the need for objective pre-scrutiny of key decisions and objective enquiry and challenge of performance and decision making. Elected members understand and respect their respective roles, the roles of officers and the chairing of meetings</i>			<i>G6 Produce and implement a development programme to improve strategic decision making, scrutiny and inter-member working.</i>	18/05/2017	Autumn 2017	<i>Jeremy Patterson / Clive Pinney</i>	Political willingness	Member Development is required to focus the new cabinet on their need to focus on key priorities and significant service changes. <b>Discussions have already taken place with Hay for the delivery of such training.</b> The training will also focus on the relationship between Cabinet and scrutiny. Induction processes started. Will need to continuously monitor as we go through the process, to identify any developmental needs.	Yellow
		<i>The authority is able to measure the impact of delegated decisions on cabinet capacity through KPIs (Number of reports received / Number of reports that went to delegated decision / Number of reports that went through Cabinet)</i>			<i>Monthly report to be presented to Management team outlining the number of reports for delegated decision.</i>	01/03/2017	Ongoing	Clive Pinney	Political willingness	Increased emphasis on the use of delegated decisions instead of cabinet reports for relatively unimportant matters. First report to be presented in July, capturing the previous 12 months to provide a baseline.	Green
		<i>G5 Cabinet working groups are informed by and consider comment and feedback from scrutiny and audit.</i>			<i>G5 Cabinet and Joint Chairs to review working and terms of reference of Strategic Overview Board.</i>		28/02/2017	<i>Cabinet / Joint Chairs (David Powell / Clive Pinney)</i>			Blue
		<i>G5 Cabinet and Joint Chairs to review working and terms of reference of</i>			Autumn 2017	<i>Cabinet / Joint Chairs</i>		Report to be produced and submitted to C&P Board for decision on 26 <sup>th</sup> September 2017.	Green		

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					<i>Corporate Commissioning and Procurement Board.</i>			<i>(David Powell / Clive Pinney)</i>			
P2	Clarifying and strengthening the role of scrutiny committees in considering service change.	Scrutiny Committees have a clearly defined role and an opportunity to challenge and scrutinise service change proposals.  <i>G4 Ensure that there is objective pre-scrutiny of the commissioning decisions relating to Highways, Transport and Recycling</i>  <i>See G6</i>  <i>G7 The Council is informed as to the resources and capabilities required to ensure effective decision making, and to develop scrutiny so that it makes an effective contribution to corporate governance.</i>	Yes	Yes	<i>G4 Pre-Scrutiny of major decisions – increase the use of pre-scrutiny, particularly on strategic items. To be identified by Joint Chairs in consultation with Senior Officers.</i>	01/03/2017	Review January 2018	<i>Chair of Place Scrutiny Committee / Clive Pinney</i>	Full and updated Cabinet Forward Work Programme.	Increased emphasis on pre-scrutiny beginning to take shape. Engagement with HoS. Review success of this in January 2018. At Joint Chairs they are considering the Cabinet work programme and the delegated decision work programme, and deciding which items require pre-scrutiny. Where there is insufficient capacity, scrutiny will decide what remains on the programme / what takes priority.	
					<i>Access scrutiny expertise from other organisations where required, and use this as a learning process. Identify Scrutiny topics where external support would be useful.</i>	01/03/2017	Ongoing requirement	<i>Wyn Richards</i>	Availability of additional resource	Consideration of additional external support for scrutiny committees in complex areas / matters. Initial discussions held with CfPS. Completed once (HTR Project). Feedback from Scrutiny Members was excellent.	
					<i>See G6</i>	18/05/2017	Autumn 2017	<i>Jeremy Patterson / Clive Pinney</i>		Member Development is required to focus Scrutiny Members of their role and their relationship with Cabinet. Discussions have already taken place with Hay for the delivery of such training.	
					<i>G7 Review the current resources and capabilities supporting scrutiny, democratic services and performance management.</i>	01/04/2017	21/07/2017	<i>Wyn Richards</i>		Research into best practice elsewhere. Have made contact with CfPS. Visit to another LA. Review completed in September 2017. Awaiting formal decision on funding to recruit additional scrutiny resource.	
P3	Aligning Cabinet and Scrutiny work programmes to include details of forthcoming service change proposals and making them easily accessible on the Council's website.	To maximise the role of Cabinet and Scrutiny committees and to improve transparency.  <i>G2 The Cabinet Work Programme contains sufficient detail and clarity that enables the Organisation to meet the principles of good governance by demonstrating robust scrutiny of key decisions.</i>	Yes	Yes	<i>G2a Review and develop the Cabinet Work Programme</i>	01/03/2017	Ongoing	<i>Clive Pinney / Steve Boyd / Wyn Richards</i>		The need for at least a Cabinet forward work programme is constantly being re-emphasised by officers and the Leader. Portfolio Holders are prompted at every meeting to keep the work programme up to date. Scrutiny Manager attending DMT meetings to keep their work programmes up to date.	
					<i>G2b Review and develop the Scrutiny Work Programme</i>	01/03/2017	Complete			Joint Chairs of Scrutiny now meet once a month to consider the cabinet Forward Work programme and to decide the matters that need to be scrutinised. Reviewed for new Council. Will be developed on an ongoing basis.	
					The scrutiny work programme will be placed on the website asap	01/04/2017	31/08/2017			To be published on the public website by the end of August.	
P4	Improving the quality of information and options appraisals provided to Members to enable them to consider the strategic implications of the proposed service changes.	Members make informed decisions based on availability of comprehensive options appraisals.	Yes	Yes	Improve the quality of the data provided to ensure well-informed business cases and robust options appraisals, by the provision of additional training for Finance Business Partners and relevant BPU and BI staff.		TBC	<i>Jane Thomas / Mark Evans / Andrew Durant</i>			
					Identify a provider for Data Analysis Training, and arrange training		September 2017	Clive Pinney / Sarah Powell		CP to chase SP to identify a provider and new completion date.	
					Improve Project Management Training – further element required to enable analysis of the data for use in Business Cases.		March 2018	Clive Pinney / Sarah Powell		CP to chase SP to identify a provider and new completion date.	
					Identify a provider to deliver training to HoS on Options Appraisals		September 2017	Clive Pinney / Sarah Powell		CP to chase SP to identify a provider and new completion date.	
					Provide training sessions on Options Appraisals		December 2017	Clive Pinney / Sarah Powell		CP to chase SP to identify a provider and new completion date.	
					Develop clear guidance and Project Management Methodology and Toolkit which is easily accessible on the Intranet.		TBC	Yvonne Owen-Newns		Commissioning Toolkit available on the Intranet. Transformation Office Strategic Development Plan currently being produced which incorporates this action.	

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					Greater emphasis on the need for information and options appraisals to be written in language that can be more easily understood. Adoption of Executive Summaries where it is appropriate to do so.						
					Improve Member understanding at both decision making level and Scrutiny level, to understand and challenge the appraisal methodology and the evidence provided.		March 2018	Clive Pinney / Sarah Powell		CP to chase SP to identify a provider and new completion date.	
					Improve the pre-scrutiny of robust option appraisals - see G4	01/03/2017	Ongoing requirement				
		<i>F1 Medium Term Financial Strategy is supported by effective planning and project management.</i>			<i>F1 Effective savings plans for all MTFS commitments.</i>		In place	David Powell / Jane Thomas			
P5	Clarify delegated authorities, particularly for significant service changes so that decisions are transparent and accountability for them is clear.	To improve transparency and accountability.	Yes	Yes	A review of the current system of delegation and the recording of decision is being undertaken and thereafter a new / amended regime will be put in place with a view to ensuring greater transparency.	01/02/2017	<del>October</del> December 2017	Clive Pinney / Debby Jones		Review of priorities means that this will be delivered later than anticipated.	
					The need to provide a written record of each decision (and the reason for the decision) in matters where there is significant service provision change is being re-emphasised.		Ongoing	Clive Pinney		Review of priorities means that this will be delivered later than anticipated.	
P6	Strengthening arrangements for monitoring the impact of service changes including explicitly setting out at the point of decision what will be monitored, where this will be monitored and who will be responsible for doing so.	To strengthen and improve the transparency of impact monitoring arrangements to facilitate a greater understanding of the impact of service changes.	Yes	Yes	This is aligned with the actions under P4 above. A new report template is being developed to indicate where scrutiny of a report has been undertaken and an additional section will be added to the template to ensure that the issue of monitoring the impact of service changes and identify is addressed on the face of reports and to identify the person responsible for undertaking the monitoring and the timescale in which such monitoring should take place. The agreed monitoring regime will automatically feed into the cabinet forward work programme.	01/02/2017	30/06/2017	Steve Boyd		Cabinet report template reviewed and updated. Need to update template again to include review date.	
							30/06/2017	Steve Boyd		Review date tracker to be created.	