

# Corporate Governance Review

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| June 2021 | Action Plan |
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Audit Wales Matters for Consideration from Corporate Governance Output

P1 Consolidate the Council's priorities

P2 Assign responsibilities - in order to broaden ownership

P3 Monitor progress and evaluate effectiveness

P4 Plan the Cabinet's work

P5 Ensure that decision-making is seen to be transparent

## Matters for Consideration 1

Consolidate the Council's priorities - the Council should consolidate its priorities into a single, manageable, sequenced and agreed plan. The plan should span both the short and medium term and should specify, for each objective, the desired outcomes

Position: The Council is clear that the Well-being Objectives are outward facing long term objectives based on the most recent assessment of well-being and are set in consultation with the public. The next assessment will inform the 2023-2028 Corporate Plan. Team Caerphilly is an operating model intended to transform the Council to deliver differently, particularly in light of COVID. The adopted Strategic Recovery Framework is based on engagement with staff and communities and charts a response to the issues facing our communities. The PSB well-being plan is a clear partnership community plan, to which we contribute. Plans are developed at different times for different purposes and it may not be helpful to the public to merge all of those into one specific plan as this could be 'unwieldy', attempting to serve many purposes and running on different planning timeframes. However, providing further clarity wherever possible is always useful, so the Council will:

|          | <b>Key Actions / Tasks</b>                                                                                                                                              | <b>Owner &amp; Completion Date</b> | <b>Additional resource required?</b> | <b>Success Criteria</b>                                                                                          | <b>Progress update</b><br>Insert date of update                                             |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| <b>1</b> | Re-design and review the current schematic in the Corporate Plan to show how the plans fit together and what their purpose is.                                          | RR                                 | No                                   | The new schematic will be clear and accessible as to how plans fit together. Options will be shared for feedback |                                                                                             |
| <b>2</b> | Use the 2021 review to make the schematic available to the public on the internet as well as in the revised Corporate Plan                                              | RR                                 | No                                   | The reviewed Corporate Plan will clearly show how the plans fit together                                         | There is already a schematic diagram, but it will be updated to include other plans.        |
| <b>3</b> | Continue to promote to all staff the links between the plans and their relevance to the delivery of the Corporate Plan well-being objectives i.e. the what and the how. | KP                                 |                                      |                                                                                                                  | Team Caerphilly and Business Improvement staff are on the same groups to make the linkages. |
| <b>4</b> | Ensure that any future plans and strategies are drafted cognisant of the main Corporate Plan.                                                                           | SR                                 | No                                   | There is a read across all plans and strategies                                                                  |                                                                                             |

## Matter for Consideration 2

Assign responsibilities - To broaden ownership of its priorities and increase accountability for delivery, the Council should assign responsibility for each priority at both officer and political levels. Those responsible should include within their duties the need to engage thoroughly with relevant stakeholders

Position: Cabinet collectively own the Well-being Objectives with individual Cabinet Members contributing to multiple Objectives. This is mirrored across Corporate Management Team and is considered beneficial as Cabinet Members and Directors must work together to progress the Council's ambition. The responsibility for the progression of specific aspects of each Well-being Objective is defined at a CMT/Cabinet workshop annually and are then published within Directorate Performance Assessments. Beyond this, each Cabinet member has a portfolio with stated responsibilities, attends relevant scrutiny meetings, receives transformation updates and are part of decision making in all areas. However, we will;

|          | <b>Key Actions / Tasks</b>                                                                                                                   | <b>Owner &amp; Completion Date</b> | <b>Additional resource required?</b> | <b>Success Criteria</b>                                                                                        | <b>Progress update</b><br>Insert date of update |
|----------|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------|----------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| <b>1</b> | Publicise on the Council's website the Cabinet Member/ Members and Directors who contribute to each Well-Being Objective.                    | RR                                 | No                                   | Corporate Plan clearly shows ownership to clarify for the public.                                              |                                                 |
| <b>2</b> | Following the annual Cabinet/CMT workshop add the agreed strategic objectives to the relevant DPAs and include details of the Cabinet Member | RR                                 | No                                   | The Public can clearly identify Cabinet Member priorities for a given year within the Corporate Plan Framework |                                                 |
| <b>3</b> |                                                                                                                                              |                                    |                                      |                                                                                                                |                                                 |
| <b>4</b> |                                                                                                                                              |                                    |                                      |                                                                                                                |                                                 |

### Matter for Consideration 3

Monitor progress - evaluate effectiveness, to improve the quality of evaluation and subsequent decision-making

Position: The Council uses data both qualitative and quantitatively to evaluate its performance as evidenced through the regular Corporate and Directorate Performance Assessments, however, to embed this further we will,

|          | <b>Key Actions / Tasks</b>                                                                                                                                                          | <b>Owner &amp; Completion Date</b> | <b>Additional resource required?</b> | <b>Success Criteria</b>                                                                                         | <b>Progress update</b><br>Insert date of update                                                                                                                                                 |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1</b> | Complete the Information, Insight and Intelligence Corporate Review and monitor progress through the Transformation board.                                                          | LL                                 | Staff time                           | Review concludes and the Council enhances its approach to using data.                                           |                                                                                                                                                                                                 |
| <b>2</b> | Identify measurable outcomes for each Corporate Review so that workstreams can be evaluated for impact                                                                              | KP & RR                            | Staff time                           | Each Review has clear outcomes so success can be evaluated                                                      |                                                                                                                                                                                                 |
| <b>3</b> | The Directorate Performance Assessment (DPA) and Corporate Performance Assessment (CPA) will continue to be embedded and evaluated at scrutiny and Cabinet as our 'self-assessment' | RR                                 | Staff time                           | Each DPA and CPA will go to scrutiny and Cabinet twice a year and we will evaluate each time for effectiveness. | Each DPA has been to Scrutiny and CPA to Cabinet in 2020. There is an existing action plan to further implement the development of DPA & CPA as part of the Local Government and Elections Act. |
| <b>4</b> | Implement the performance aspects of the Local Government and Elections Act.                                                                                                        | RR                                 | Staff time                           | An effective learning system that can answer the question 'what difference has this made?'                      | There is an existing action plan and project team in place to deliver this.                                                                                                                     |

## Matter for Consideration 4

Plan the Cabinet's work to help ensure that both executive and non-executive members maintain a focus on agreed priorities, and improve the quality of the scrutiny function

Position: This work has started as promoted by the CEO and headed up by the Director of Corporate Services and Education. A longer term forward work programme is now in place, but work is underway to strengthen these processes and arrangements further:

|          | <b>Key Actions / Tasks</b>                                                                                                                                               | <b>Owner &amp; Completion Date</b> | <b>Additional resource required?</b> | <b>Success Criteria</b>                                                    | <b>Progress update</b><br>Insert date of update |
|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------|
| <b>1</b> | Continue to strengthen the connectivity and relationships between Cabinet Members and the Scrutiny function                                                              | RE                                 | No                                   |                                                                            |                                                 |
| <b>2</b> | Forward work programme management processes to be further developed for Cabinet and Scrutiny Committees to provide a longer term view and more efficient decision-making | RE                                 | No                                   | Cabinet and Scrutiny FWPs represent the level of decision-making required. |                                                 |
| <b>3</b> |                                                                                                                                                                          |                                    |                                      |                                                                            |                                                 |
| <b>4</b> |                                                                                                                                                                          |                                    |                                      |                                                                            |                                                 |

## Matter for Consideration 5

Ensure that decision-making is seen to be transparent - to increase the transparency of decision-making, papers that support decision-making.

Position: Currently all reports are sent to the relevant consultees which include the Head of Finance/Section 151, Head of Legal Services/Monitoring Officer and Head of People Services. The statutory officers review all reports and only comment if necessary. No comment is an indication of acceptance. The Council will, however, review the process and consider how best to make any nil feedback, which signifies approval, in a more 'explicit' manner.

|          | <b>Key Actions / Tasks</b>                                                                                                                                                                                                                            | <b>Owner &amp; Completion Date</b> | <b>Additional resource required?</b> | <b>Success Criteria</b>                                                   | <b>Progress update</b><br>Insert date of update |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------|---------------------------------------------------------------------------|-------------------------------------------------|
| <b>1</b> | Work with the Statutory Officers to determine the most effective way to make explicit their views on key decision reports.                                                                                                                            | SR & KP                            | No                                   | The views of Statutory Officers on key decisions are clear to the public. |                                                 |
| <b>2</b> | Update author guidance in the consultation section of reporting to highlight S151 and Monitoring Officer approval/comment.                                                                                                                            | KP & SH                            | No                                   |                                                                           |                                                 |
| <b>3</b> | Ensure that officer recommendations, and where relevant, options are included at Policy Development Meetings so the evidence base which has determined the recommendations/options is available for discussion prior to Scrutiny or Cabinet decision. | RE                                 | No                                   |                                                                           |                                                 |
| <b>4</b> |                                                                                                                                                                                                                                                       |                                    |                                      |                                                                           |                                                 |