Corporate Assessment Report - Proposals For Improvement Action Plan 2016/17				
Ref No:	**Proposals For Improvement**	**Action Plan / Comment**	**Resp Officer**	**BY When**
P1 Governance				
P1.1	Develop forward work programmes to ensure that all appropriate committees have a published up to date programme owned by committee Members.	Forward work programmes for both the Audit and Democratic Services Committee are currently being developed and will be considered by both Committees at their next meetings	Linda Rees Jones	DSC 17/03/2016 Audit 22/03/2016
P1.2	Publish a register of delegated decisions.	Report currently being produced and will be discussed at the next Constitutional Review Working Group.	Linda Rees Jones	Council AGM May 2016
P1.3	Develop and deliver training to help Members understand their roles and responsibilities and refresh this training delivery as Members move between roles.	Further update on the a) Member Development Plan 2015/16/17 and b) outcome of discussions with Group Leaders regarding additional learning needs identified as part of Member PDRs will be discussed by Democratic Services Committee – March 2016.

Guidance being produced for elected members on differing roles. | Linda Rees Jones | DSC – March 2016

Guidance AGM May 2016 |
| P1.4 | Review the remit of Audit Committee to make sure it is delivering what is expected of it. | Director of Corporate Services as Section 151 Officer to take a Review Paper to Audit Committee in September 2016 outlining key issues relating to the remit / functioning of the Audit Committee
(Plan to run an Informal Focus / Development Session with Audit Committee in July 2016. This fits in neatly with the commencement of the new External Voting Member | Chris Moore

Phil Sexton | September 2016

July 2016 |

P2 Use of Resources - Finance				
P2.1	Develop more explicit links between the medium term financial plan (MTFP) and the Council's improvement planning, detailing the impact that financial constraints are having on outcomes for citizens.	For the 2017-18 budget cycle, the proposal is to bring forward the completion of the draft business plans so that they can be presented to Scrutiny at the same time as the budget consultation. KIOPS will then be available by February 2017 for linking with the MTFP	Owen Bowen & Wendy Walters	September 2016 to February 2017
P2.2	Develop and utilise benchmarking and Value for Money Indicators in budget setting to better inform decisions and allow for further debate and challenge of existing costs and potentially identify further efficiency savings.	Action will require input by all departments. Key benchmarking and unit costs to form part of Business plans which will be presented with the budget as outlined in 2.1	Owen Bowen	September 2016 to February 2017
P2.3 P2.3.1	**Improve financial reporting by**: • developing clearer links between financial and service performance including developing joint financial and performance reports to Members;	Currently Financial reporting bi-monthly, Performance quarterly. Agreed with Chairs and Vice of Scrutiny committees that in 2016-17 Scrutiny Committees will receive Quarter 1 and Quarter 3 reports only. Quarter 1 (to the end of June) coincides with the first financial reporting of the year, and Quarter 3 coincides with the December monitoring. For both of these, we will look to incorporate the financial reporting into the Performance Dashboard for Scrutiny Reports. New reporting templates already developed and approved by CMT for financial reporting.	Owen Bowen	September 2017

P2.3.2	• monitoring and reporting on individual savings targets to ensure that areas of over and underachievement are explicitly identified enabling effective challenge, remedial action and sharing of good practice;	Draft monitoring template being presented to CMT on 21st February 2016. CMT endorsement required for release.		March 2016
P2.3.3	• providing sufficient information on reserves and a clear audit trail for decisions regarding reserves;	Reserves Strategy report to go to Executive Board		May 2016
P2.3.4	• liaising with Members to ensure that financial information is appropriate to their needs.	New budget monitoring template developed. Will monitor its reception and keep under review		On-going
P2.4	**Strengthen procurement arrangements by:**	Strengthen procurement arrangements by:		
P2.4.1	• reviewing the reasons for non-compliance with procedures and taking corrective action to prevent these re-occurring;	Working with the Procurement Governance Group (chaired by the Director of Communities), significant progress has been made in challenging Departments' existing procurement practise through undertaking and sharing the results of a Spend Analysis.. DMT's have been required to identify potential ***"off contract spend"*** and to set out a way forward including looking at alternative provision.	Phil Sexton	March 2016

| P2.4.2 | • Further develop the e-tender Wales Bravo solutions software for Contracts and Tender registers. | An Electronic Contracts Register is now established and populated, however, following the recent Spend Analysis, some work is required to establish the level of compliance and to record previously unknown contracts.

This single software solution will be further developed to maintain a Tender Register based upon the Tender Evaluation Reports that are required to be submitted as part of each tender exercise. CPU will record and maintain all Contracts managed via CPU with Departments maintaining the records for contracts managed directly by themselves.

NB Tenders relate to Procurement Exercises over £75K and are governed by the Contract Procedure Rules. Under £75K are deemed to be Quotations and are governed by the Quotation Procedure Rules | Phil Sexton | April 2016 onwards |
| P2.4.3 | • establishing, maintaining and regularly reporting to Audit Committee a list of single tender actions; | Director of Corporate Services to ensure that this is a standard item on Audit Committee's Agenda detailing the approvals over the last 3 months. | Chris Moore | March 2016 |

P2.4.4	• reviewing the differences in the use of the Council's framework contracts to drive a more consistent process going forward	Need to ensure that there are clear and transparent procedures for calling off Framework Contracts. Internal Audit and Procurement will undertake a Joint Review of the "call off procedures" and take a Report to Audit Committee outlining the results of the review and recommending improvements.	Phil Sexton	September 2016
P3 Use of Resources - People				
P3.1	Finalise and implement the revised structure for People Management and Performance (PMP) Division.	Work is well underway to finalise and implement the realignment work.	Paul Thomas	April 2016
P3.2	Ensure all staff have an individual performance appraisal	This improvement proposal refers to staff who have group appraisals. Individual 1-2-1's are offered to all those who are "appraised" as a group. The PSSG has collated the various templates used by departments to undertake appraisals and these have been made available to managers on the Intranet if they wish to use a template. Further discussion at PSSG to identify any other potential actions	People Strategy Group – Rob Sully	March 2017
P3.3	Simplify communication mechanisms both within PMP and those used for communicating people management	The People Management content for the new Extranet will ensure information is easy to access for all council staff. The team is part way through	Paul Thomas	September 2016

	initiatives to the wider workforce.	developing the content in readiness for the launch of the new Extranet in May 2016. Internally the Division is in the process of developing a mini communications strategy and will produce a monthly newsletter from the ACE. Team meetings will continue. Drop in sessions for staff with the ACE to deliver key messages has proved successful in the past and so will also be used when required and the Division plans to hold a whole Divisional event.		April 2016
P3.4	Review the ICT systems and equipment used within PMP and drive developments to deliver as a minimum: • a single personnel record; • effective self-service; • agile working for PMP officers; • a clear business requirement for ICT communicated to the ICT Strategy Group • more effective use of the Insight reporting system.	Discussions have been held with IT about PMP IT requirements in particular: • The resilience of the IT team to support Resourcelink (critical) • Supporting staff to work in an agile manner i.e. ensuring staff have the right IT kit for the role The Council has a single personnel record Self service is being further developed including: • Improved branding & navigation • rolling out to schools • provision of key workforce data reports for managers	Paul Thomas	March 2017

		ICT Strategy Group does not meet at the moment; however the Division has discussed its business requirements IT and identified the key risk areas that require resolution (see above). In relation to insight reporting: • Some enhancement will be undertaken to include Language Skills. • This tool will be restricted to DMT's & CMT with the development of workforce reports being made available to Managers via the new Self Service.		
P3 Use of Resources - Assets				
P4.1	Strengthen the service level asset management plans and improve links between these plans and the overarching corporate asset management plan.	SAMPs vary in detail to reflect the varying property requirements of different services. Action included on the draft Corporate Asset Management Plan, together with other items highlighted in the Corporate Assessment, and will be monitored under the regular reporting under 4.2.	Jonathan Fearn	December 2017
P4.2	Report progress against the corporate asset management plan and the office accommodation strategy to Members quarterly.	Regular updates already provided via 6 monthly Divisional updates and an annual asset management update to P&R Scrutiny, as well as quarterly progress on office accommodation reductions via Outcome Agreement reporting. Half Yearly updates to be scheduled to P&R Scrutiny.	Jonathan Fearn	April 2016

P5 Use of Resources – ICT and Information Management				
P5.1	Ensure that the ICT work streams resolve the apparent disconnect between the business and the ICT service and take appropriate account of business needs.	• Create an IT Steering group with representation across the Council at Head of Service Level to ensure engagement. • The production of a joint business focused Digital Strategy across Carmarthenshire and Pembrokeshire County Councils.	John Roberts	April 2016 October 2016
P6 - Improvement Planning				
P6.1	Provide clearer direction and professional level challenge on all performance management issues to ensure consistent application of the Council's performance management framework and sharing of good practise.	• Establish agreement at CMT regarding a Corporate Performance Management Framework. • Ensure consistent application of the Corporate guidelines for Business Planning. • Continue Executive Board challenge with Heads of Service and peer to peer challenge of Business Plans with Heads of Service.	Wendy Walters	May 2016 April 2016 July 2016