

### Action Plan of Significant Governance Issues

Significant Issue	Year End Position 2016/17	Responsible Officer(s)
<p><b>1. Capacity and Decision Making</b></p> <p>The Council is facing unprecedented financial pressures where significant savings have had to be realised, consequently Directorates have seen a reduction in staff resources which increases the pressure on staff to have the capacity to provide professional and sound advice.</p>	<p>There is a continued need for horizon scanning so new pressures and different work demands are anticipated before they are required. This relies on good communication between customer service areas and central support functions. There is a responsibility of the corporate functions to ensure that the recommendations, policies and sanctions are proportionate in order to ensure that the integrity of the Council is not called into question. There needs to be clear communication as to why processes need to be followed and the risks in respect of processes not being followed. Where intense resources are required then Council needs assurance that these controls are set at an appropriate level.</p>	<p><b>Senior Management Team</b></p>
<p><b>2. Commissioning Capability and Capacity</b></p> <p>In the new Organisational Framework it is critical that we challenge current service provision and priorities. The success of a number of programmes depends on having this capability and capacity in place e.g. Health &amp; Social Care transformation.</p>	<p>Retaining and further developing the commissioning capability and capacity remains a priority in the context of significant spend on commissioned services. Supply risks require ongoing monitoring and management, such as the risk that the marketplace may not be able to meet the social care and support needs of the population. Work is ongoing to embed Strategic Commissioning across the Council to ensure that reducing resources are clearly targeted to deliver identified and prioritised outcomes.</p>	<p><b>Senior Management Team</b></p>
<p><b>3. Relevant Costs and Decision Making</b></p> <p>Internal function activities and performance needs to be accounted for more transparently within the corporate whole. This includes ensuring greater cost awareness in business decisions, such as projects with greater accountability and transparency of charges and costs.</p>	<p>Work continues to be undertaken so that awareness of costs is raised across all areas of Council. Finance staff are connected to most projects and empowered to challenge whether or not all relevant costs are taken into account of a business decision.</p>	<p><b>Senior Management Team</b></p>

<p><b>4. Partnership / Collaborative Governance</b></p> <p>The level of governance, assurance and reporting required for the Council's partnership and collaborative activities needs to be more fully determined and defined to ensure a consistent and proportionate approach is applied.</p>	<p><b>New Governance Issue</b> – added at year end.</p>	<p><b>Senior Management Team</b></p>
<p><b>5. Robust and Sustainable Savings</b></p> <p>There is a need to ensure robust business cases consistently underpin achievable savings proposals. In ensuring decisions encompass future generation needs there is also a need to ensure there is documented consideration of the sustainability of services and the mitigation of risks (e.g. assets, technology, HR and service delivery).</p>	<p><b>New Governance Issue</b> – added at year end.</p>	<p><b>Senior Management Team</b></p>
<p><b><i>Removed Significant Governance Issue in 2016/17</i></b></p>		
<p><b>WAO Corporate Assessment Follow On Report</b></p> <p>The WAO Corporate Assessment Follow On report was received formally by Cabinet on 10 March 2016. The report made one formal recommendation and 14 'proposals for improvement' relating to various corporate matters including governance issues.</p> <p><u>Action at year end position 2016/17</u></p> <p>Remove as Significant Governance Issue</p>	<p><b>Action at year end position 2016/17</b></p> <p>The Statement of Action in response to the WAO recommendations was agreed by Cabinet on 21 March 2016. During 2016/17, progress has been monitored and subject to periodical reviews from WAO. Those interim reviews have been positive and acknowledged progress in all areas reviewed.</p> <p><b>Issue moved to business as usual for 2017/18.</b></p>	<p><b>Senior Management Team</b></p>