

Significant Governance Issues Updated

<b>Brought Forward</b>	<b>Mid Year 2017/18 Review Assessment</b>
<p><b>Capacity &amp; 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>The capacity and decision making of the Council is being developed through both a review of management structures and workforce development.</p> <ul style="list-style-type: none"> <li>• Restructures are underway at corporate and directorate levels to ensure the management structure supports the delivery of corporate priorities.</li> <li>• Staff development is an important area of focus through Workforce Planning. To support and upskill existing officers courses are being designed and delivered by the Academy.</li> </ul>
<p><b>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>The importance of Commissioning remains key not only in everything the Council does, but also in the success of delivering Capital Ambition.</p> <p>The Council needs to improve its understanding of Commissioning as a whole in terms of undertaking meaningful analysis to understand need and inform outcomes, redesigning service delivery around those outcomes, reviewing the performance of current services, consideration of alternative delivery models or ensuring our third party spend and related markets is appropriately managed.</p>

	<p>Although Commissioning capability and capacity will not specifically feature in the new change programme, some elements will:</p> <ul style="list-style-type: none"> <li>• Data Analysis to Understand Needs will feature as part of the Digital programme</li> <li>• A programme of Service Reviews will be performed across all Directorates building on work previously undertaken which will also consider third party spend arrangements and consideration of alternative delivery models</li> </ul>
<p><b>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 is progressing to improve cost awareness in projects, with the support of finance staff.</p> <p>There is a need to ensure that there is strong knowledge transfer from both internal managers involved in project support and from the external organisations that we work with.</p>
<p><b>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>The required governance arrangements across key partnership and organisational development activity are being developed and considered by the corporate SMT / PSB.</p> <p>The Council is involved in a vast number of partnership and collaborative working arrangements across its functions, and whilst some governance arrangements are strong, such as the Glamorgan Archives Joint Committee, other collaborative arrangements are much smaller in scope and have little or no decision making capabilities, for which governance processes are less well defined.</p>

	<p>Further work will be progressed through the design of the Council’s new change programme, as there will be clear interdependencies between, and co-delivery with, the work of the Council’s partners.</p>
<p><b>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>Work is ongoing to ensure that detailed business cases, which include strong supportive financial and non-financial information, consistently underpin all savings proposals.</p> <p>An enhanced risk review was completed for capital funding requests for 2018/19 onwards to improve the supporting information provided as part of the decision making process. Further work is underway to consider and refine the appropriate level and breadth of risk information and analysis required to support decision makers.</p>