

Areas for Improvement

Description	Action taken
The Council applies the CIPFA/SOLACE Delivering Good Governance Framework in Local Government	The Council has a Corporate Governance Group (CGG); membership includes the Managing Director, Director of Finance and ICT, Monitoring Officer and representatives from all Directorates. The CGG reviews the Council's governance arrangements against the principles in the CIPFA/SOLACE Delivering Good Governance Framework in Local Government. As a result of this work, actions have been identified in the Annual Governance Statement (AGS) and a local Code of Corporate Governance has been developed. The Audit Committee considers the AGS and receives reports highlighting progress made against the action plan.
The Council's leadership team demonstrates in its actions and behaviours responsibility for governance and internal control.	The Governance Group is chaired by the Council's Section 151 Officer and is attended by the Managing Director and Monitoring Officers. Departmental representatives are senior officers who report back to their respective DMT meetings.
Adequate staff resources and processes to project manage transformation programmes.	The new Assistant Director for Business Change is currently progressing two stands of work a) the revised Target Operating Model which includes Governance and Structure of the Business Change function and b) the Business Change Business Partnering function. Four Grade 12 posts are currently being recruited to who's remit it will be to champion the Transformation and Change Management approach, which will include

	<p>identifying Project Management and Business Change Training requirements across the council, resource availability to deliver Transformational change, providing support and challenge to Directorate Projects and Programmes at the highest level etc.</p>
<p>Planning and managing capital resource well</p>	<p>The Corporate Property Asset Management Strategy was approved by Cabinet on 28 July 2022. The new strategy has been aligned to the new Council Plan and the Service Plan to ensure that all of the Council's activities are aligned to delivering the wider strategic outputs of the Council. The Strategy sets the framework for managing the corporate property portfolio for the next five years including how the Council make strategic property decisions which support corporate objectives and ensure that the Council's estate is sustainable, efficient and fit for the purpose of delivering excellent service.</p> <p>A substantial element of the capital programme resides in Place. A report was considered by Cabinet on 13 January 2022 Highways Capital Programme for 2022-23.</p> <p>The proposed value of the 2022-2023 Highways capital programme of approximately £58m and will be delivered using the Council's mixed economy model a combination of in-house resources supported by external resources.</p>
<p>Sensitivity analysis in financial planning</p>	<p>The Council worked with Grant Thornton during autumn 2020 utilising the Financial Foresights Toolkit to aid scenario planning.</p>

	<p>The workshops with Grant Thornton examined the Council’s medium-term forecast and scenarios utilising scenario analysis with a reasonable best and worse case scenario established for income and expenditure over the medium term.</p>
<p>Scenario planning in financial analysis</p>	<p>The Council will consider scenario planning as part of its work over the autumn in preparation of setting the revenue and capital budgets for the 2023-24 financial year.</p>
<p>Adequate use and reporting of options appraisals</p>	<p>The move towards a Corporate Business Change Transformation structure will allow for a more consistent and standardised approach to Project Governance and allow the Council the ability to track and report project progress. Part of this will include the requirement to demonstrate signed off project Business Cases which should include demonstrating options appraisal, sensitivity analysis and documented approach to benefits capture and realisation.</p> <p>In addition, the appointment of the proposed four Business Change Business Partner roles provides a structure through which Strategic Transformation project activity can be monitored and reported, including progress against Business Case objectives and benefits.</p>