

Review of progress against issues identified in 2015/16 AGS for feeding into 2016/17 review of performance

(1) Code of Corporate Governance core principle: Focusing on the purpose of the authority, on outcomes for the community and creating and implementing a vision for the area	
Issues identified	Action/progress
(1.1) Some Authority Members were concerned that there would be some uncertainty during the early stages of the implementation of the giving strategy programme around the levels of support that could be achieved for the level of proposed investment.	<p>ONGOING: With specific reference to voluntary donations (whether direct to the Authority or through a potential charity vehicle) there has to be an appropriate level of initial investment. This would cover insight into donor propensity (by lifestage, interest etc.) datacapture (potential supporters), data management (existing supporters), campaign management and campaign collateral (including on-line, off-line and face-to-face). The Authority does not currently have the systems to support the proactive generation of voluntary income nor a 'trading' track record in this field. Similarly, a new charity vehicle would need to establish both the systems and brand presence. There remains therefore a risk in the pay pack period and level.</p> <p>At the March Authority meeting it was agreed to set up a Member advisory group to oversight and provide input into any future development of a charity vehicle. The remit of this group includes reviewing projected investment and donations. The timeframe to which the group is working will also mean that no significant cash investment could be made by the Authority into such a vehicle until at least Q4 of 2017-18.</p> <p>It is important to note here that the decision to revise the development timeframe of any potential charity vehicle means that more emphasis will be placed in th2017-18 financial year on developing donations direct to the Authority. This will require the same systems and activities set out above. The projected returns (as set out in the original giving strategy) will be reviewed to take account of any potential impact on acquisition and activation costs alongside average donation levels.</p>
(1.2) The Commercial Plan will need to be supported by appropriate governance arrangements, skill sets and new ways of working.	<p>ONGOING: There are significant corporate controls currently in place over the existing trading elements of the commercial development plan, including quarterly monitoring and reporting of income and expenditure levels, and reports to the Audit, Resources & Performance committee.</p> <p>The Commercial Development & Outreach Directorate has weekly meetings to review operational performance and put in place any accelerating actions where there is strong income performance and any remedial actions to combat income underperformance.</p> <p>There remains, at both directorate and corporate level, a gap in skill sets and new ways of working to sustain a data-driven commercial trading plan. Potential significant new sources of income (excluding voluntary donations or sponsorship referred to above) will not be achieved through the improved performance of existing trading channels from either top line sales increase or bottom line cost reduction. Initial work has begun to address both these areas. There remains a risk therefore to the scale of diversification and/or growth – and our ability to deliver it - rather than the governance of any plan.</p>
(1.3) Consideration is needed on how the available funds (following the more favourable settlement) will be invested to deliver our Corporate Strategy 2016-19.	<p>COMPLETED: This was addressed in the 2017/18 revenue budget approved by the Authority on 17 March 2017. The remaining sums will follow the same delegation, subject to May ARP committee and Members identifying whether they wish for further consideration of how any further additional outturn sums are treated. There is still a significant amount available for investment but this is no longer an issue that affects effectiveness.</p>
(1.4) Partnership working arrangements and external funding	<p>COMPLETED: Insufficient capacity to deliver the South West Peak project and secure additional match funding' has been identified as a risk in the Quarter 3</p>

grants may be at risk if there is a not a coherent partnership approach to securing match funding.	Corporate Risk Register. Mitigating measures of progressing with recruitment to agreed establishment and submitting match funding bids have been implements to reduce the impact of this risk.
<p>(2) Code of Corporate Governance core principle: Members and officers working together to achieve a common purpose with clearly defined functions and roles</p>	
Issues identified	Action/progress
(2.1) The Leadership Team is still relatively new and will take some time to bed in as Directors explore how they work together in their new areas of activity.	COMPLETED: The Leadership Team structure has been in place for a year and has bedded in. The Leadership Team Development Programme helping the team develop well through coaching, team coaching and coach training and which in turn is enabling the benefits to be reflected and shared in our working with the Operational Leadership Team. The departure during the year of the outgoing Corporate Strategy and Development Director role the subsequent recruitment to the role has slowed the rhythm of this learning and development, however, a plan is in place to bring the pace back up. The development of our rhythm of meetings as a SLT, and SLT with OLT, will help develop new ways of working and leadership. The appointment to the Heads of Service roles during November to March has helped put in place the operational leadership team to develop the Directorate roles and their new ways of operating. One role remains vacant.
(2.2) There will also be further uncertainties and a transitional phase as the leadership structure cascades through the Authority and further restructures take place in line with adopted design principles.	ONGOING: The Corporate Strategy and change consultation in 2016/17 has given certainty on what we will focus on, how we will fund it, the principles by which we will design ourselves and what makes us distinctive as organisation, and what we will focus on. The Leadership Team structure has been in place for a year and has bedded in. The Heads of Service are developing into their role. We have clarity on the role of each Directorate and each Head of Service. The fourth tier managers are in place. There will be some transition as we develop the structure within these teams. This has been identified as a corporate risk for 2017/18 and will be actively managed and monitored.
<p>3) Core Principle Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour</p>	
Issues identified	Action/progress
(3.1) The ability to make sure the organisation's culture/mind-set embeds our values on ways of working:- people matter, performance matters, community matters and everyday matters.	ONGOING: This is a continuous conversation in team cascades and performance monitoring reviews with staff. The Senior Leadership Team continues to strive to demonstrate these values in how they operate. This will be developed as part of the development of the Operational Leadership Team and is a priority for focus in 2017/18 – with the focus internally on the health of the organisation.
<p>(4) Code of Corporate Governance core principle: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk</p>	
Issues identified	Action/progress
(4.1) The draft business continuity plan needs to be finalised and agreed	ONGOING: All contact information has been updated but due to recent organisational changes this action has not been completed and will be carried forward into 2017/18 to be completed when the Director of Corporate Strategy and Development is in post.
(4.2) CIPFA/SOLACE published a new governance framework in April 2016 for implementation in 16/17 which	COMPLETED: On 3 February 2017 the Authority approved a new Code of Corporate Governance prepared in accordance with the new governance framework published by CIPFA/SOLICE.

<p>will result in a comprehensive review of the Code of Corporate Governance, the Annual Governance Statement and the Review of Evidence Schedule</p>	<p>The 2016/17 Annual Governance Statement will be prepared by collecting evidence and comparing our performance against the new code.</p>
<p>(4.3) Monitoring the implications of the European Union exit vote.</p>	<p>ONGOING: The Authority has received assurances from the Department for Environment Food and Rural Affairs that the Government's approach to European funding streams includes LIFE projects. Therefore the EU Life funds awarded to MoorLife 2020 are covered by the Government commitment to underwrite the payment of such awards where they have been agreed before the UK's departure from the European Union, and even when specific projects continue beyond departure. The impact of the EU exit vote is still identified as a significant risk in the Quarter 3 Corporate Risk Register.</p>
<p>(5) Core Principle <i>Developing the capacity and capability of members and officers to be effective</i></p>	
<p>Issues identified</p>	<p>Action/progress</p>
<p>(5.1) Appointment and development of a wider leadership group and ensuring the organisation has the skills and capacity to deliver the new Corporate Strategy.</p>	<p>ONGOING: All of the Directors posts have been filled and most of the Operational Leadership Team has been appointed. Recruitment to the remaining post is near completion. A programme of Learning and Development opportunities has been agreed and will be delivered during 2017/18.</p>
<p>(6) Code of Corporate Governance core principle: <i>Engaging with local people and other stakeholders to ensure robust public accountability</i></p>	
<p>Issues identified</p>	<p>Action/progress</p>
<p>(6.1) The Corporate Risk Register highlights the need to ensure staff are supported through a time of change.</p>	<p>ONGOING: the Quarter 3 Corporate Risk Register shows that mitigating action has reduced the risk for this issue as resilience coaching has been provided, counselling is available on request, communications with Staff Committee and UNISON are positive, and the communication programme continues.</p>