SUBJECT: ANNUAL IMPROVEMENT REPORT AND CORPORATE ASSESSMENT

MEETING: Audit Committee
DATE: 14TH JANUARY 2016
DIVISION/WARDS AFFECTED: All

1   PURPOSE

1.1   To provide Audit Committee with the published Annual Improvement Report 2014-15, incorporating the Corporate Assessment.

1.2   To enable members of Audit Committee to receive feedback directly from Wales Audit Office about the report.

2.   RECOMMENDATIONS

2.1   That Audit Committee receive the Wales Audit Office Annual Improvement Report 2014-15.

2.2   That Audit Committee consider the current position against proposals for improvement in the report and agree the future actions committed in response to the proposals.

3.   KEY ISSUES

3.1   Each year, the Wales Audit Office reports on how well councils are planning improvement in delivering their services. This is published as part of an Annual Improvement Report (AIR). Since 2013 a rolling programme of corporate assessments of authorities in Wales, based on a four-year cycle has been in place. Monmouthshire received its first Corporate Assessment in March 2015 and the findings of this inspection have been incorporated into the latest Annual Improvement Report which was published in November 2015.

3.2   The Auditor General can make the following recommendations for areas that require improvement depending on the significance of the issue:
   - Proposals for improvement
   - Make formal recommendations for improvement - to which we would need to make a formal response within 30 working days;
   - Conduct a special inspection and publish a report and make recommendations; and
   - Recommend to Ministers of the Welsh Government that they intervene in some way.

3.3 The headline finding of the report is "The Council demonstrates ambition in its vision, enthusiasm to deliver and commitment to working collaboratively, but this needs to be supported by a clearly joined-up strategic approach and effective delivery mechanisms." The plan contained a number of proposals for improvement. Wales Audit Office have been invited Audit Committee to present the findings

3.4 Included within the report are nine new proposals for improvement which can be found on page 9 of the report (appendix 1). There were no statutory recommendations or other recommendations made. Appendix 2 sets out the actions the council will take in response to these proposals. This highlights:

- The specific proposal made
- Extracts from the report relevant to each proposal – these are not extensive or comprehensive but are intended to give a flavour of the issues behind each of the proposals made by WAO
- The progress made since the inspection in March 2015.
- Actions for each of the proposals that show how the authority will continue to address the issue.

3.5 As a result of regulatory work previously conducted by the WAO in the authority over the last few years, the council has a number of further proposals for improvement it is addressing. The progress made against these proposals was last reported to Audit Committee in December 2015. Action to address these nine new proposals will now be embedded in the council's business processes and reporting process alongside the existing proposals to secure the improvements required.

3.6 Some of the forward looking actions committed by the authority are likely to be reflected within other council strategic documents such as the council's Improvement Plan, the Whole Authority Strategic Risk Assessment and the Medium Term Financial Plan. Actions will be embedded in the relevant service improvement plans at a team level and will be monitored and evaluated as part of the authority's performance management framework.

3.7 WAO will conduct a follow-up to the Corporate Assessment from late January 2016 and as part of their ongoing annual audit work programme will follow up progress made with any previous proposals made.

4. REASONS

4.1 To ensure that the authority makes arrangements to secure continuous improvement in the exercise of its functions and is able to maximise its contribution to delivering the council's priorities of education of young people, support for vulnerable people; enterprise and job creation and maintaining locally accessible services.

5. RESOURCE IMPLICATIONS

5.1 Actions within the report are to be delivered within existing resources. Any more detailed proposals that are developed in response to this report, and which have resource requirements, will require a separate decision.

6. SUSTAINABLE DEVELOPMENT AND EQUALITY IMPLICATIONS:

6.1 None - This report does not propose a change of policy or service delivery. Individuial actions which require an explicit decision from Cabinet will require a separate Future Generations Evaluation to be completed

7. SAFEGUARDING AND CORPORATE PARENTING IMPLICATIONS

7.1 There are no specific implications.

8. CONSULTEES

Senior Leadership Team
Cabinet

9. BACKGROUND PAPERS:
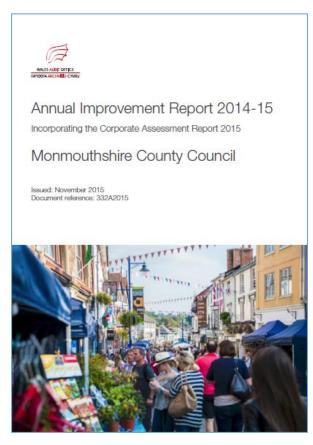
None

10. REPORT AUTHOR

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11. CONTACT DETAILS

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Appendix 1

See separate Attachment or visit http://www.audit.wales/publication/monmouthshire-county-council-annual-improvement-report-2014-15

WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Annual Improvement Report 2014-15
Incorporating the Corporate Assessment Report 2015

Monmouthshire County Council

Issued: November 2015
Document reference: 332A2015

Subject area and evidence source	**Wales Audit Office Annual Improvement Report 2014-15, Incorporating the Corporate Assessment report 2015 Summary of Proposals, Key Findings and Actions**

WAO Proposal for Improvement	**Engage more effectively with staff to ensure the Council's values are clearly evident across the organisation.**
Key issues from WAO report	• The Council has clearly articulated its values • [These] can be seen in the way that meetings operate • [staff conference] attendees raised both strengths and concerns about a range of issues, some of which indicated that the Council's values are not always demonstrated in practice. These included concerns about openness, communication, decision making and how well staff perceive they are valued by the Council. Some of these concerns were repeated to us during our Corporate Assessment work. The 2014-15 staff survey showed better results with just over 50 per cent of respondents saying that they felt the 'Authority lives and breathes its corporate values of openness, fairness, flexibility and teamwork'.
Current Position	A staff survey was completed in March 2015 and the findings have been used to inform the action plan as part of the People and Organisation Development Strategy. The results of the survey show an average response of 3 out of 5 for people feeling the authority lives and breathes its corporate values. A Monmouthshire Minds staff group has been established as part of the people and organisational development strategy to help promote engagement in the strategy and provide a forum for staff feedback. The people and organisational development strategy was further developed following this engagement and was subsequently focussed on developing people within and outside the organisation. A key action of the strategy was the launch of "You Said: We Did" week in July 2015 which included feedback on progress made with issues and priorities and the new approach to colleague communications. A further staff conference was held in September 2015 to continue the engagement with staff on the future of the organisation.

	Desired Result	Action	Measure or milestone	Responsible Officer	Timescale
Actions	Delivery of actions to provide support and development for people in the organisation.	Deliver the actions in the programme plan of the People and Organisation Development Strategy which brings together the many facets of people and organisational development we run. Including continuing to develop our approach to colleague communication and following up from "You said: we did" week.	Progress against the programme plan is evaluated	Head of Commercial and People Development	May 2016

WAO Proposal for improvement	**Improve strategic planning by:** **• ensuring clear links between strategies and agreed priorities; and** **• developing cohesive strategies to underpin and support robust decision making.**
Key issues from WAO report	- The Council has a clearly articulated vision and sense of purpose that takes account of its local context, but needs to be supported by a coherent organisational strategy to drive change and deliver its ambition - The Council has started to strengthen its strategic planning to ensure that resources are better managed to help deliver its vision - The lack of cohesive strategies results in some initiatives being approved without the Council being clear about how they deliver improved outcomes. - The Council has a clear strategic policy around the management of assets, but in practice, assets could be managed more effectively to support delivery of strategic priorities - The People and Organisational Development Strategy does include links to other key strategies that will affect the shape and size of the workforce. … the People and Organisational Development Strategy does not refer, in turn, to the Asset Management Plan. In addition, the Medium Term Financial Plan itself does not reflect how assets should be best used to deliver outcomes
Current position	The council's main key strategies to deliver the priorities consist of: The council's partnership administration continuance agreement signed in March 2015 which reaffirmed the priorities of; education, the protection of vulnerable people and promoting enterprise and introduced maintaining locally accessible services as a fourth priority. The agreement set performance expectations in line with these resource priorities.

	- Our Improvement Plan for 2015/17 reflects the performance expectations of the priorities in the partnership continuance agreement, resource pressures and mandated budget savings. - Each of our teams has a Service Plan that aligns to our four priorities and the outcomes we are striving to achieve and we have a range of key performance indicators so that we can keep track of our progress. Underpinning these is a range of "enabling" strategies – The Asset Management Plan, People Strategy, iCounty and Medium Term Financial Plan. These are key to supporting the delivery of the council's vision, these will be reviewed, as part of their programmed reviews, to ensure they remain up to date, connected to each other and are explicit in their links to support the council's priorities set out in key plans. The council's risk register identifies the need to develop and specify the business model for the authority in the long term in order to ensure political priorities can be delivered in the future.

	Desired Result	Action	Measure or milestone	Responsible Officer	Timescale
Actions	A sustainable business model is in place	Develop the future business model for the authority	Strategy agreed by Cabinet	Chief Executive	March 2016
	Key strategies are mutually supportive and aligned to the business model	Ensure the council's key delivery strategies (Improvement Plan, MTFP, People Strategy, Asset Management Plan and iCounty) all align to the business model.	Key deliver strategies are aligned	Head of Policy and Engagement	June 2016

WAO Proposal for improvement	**Ensure that the planned revisions and changes made to 'Check In Check Out' deliver a clear process of assessing and improving the performance of all staff and that department, team and individual objective setting is in line with the Council's corporate objectives.**
Key issues from WAO report	- The purpose of Check in Check Out is not well understood by staff, managers or Members - Some managers were not aware of the target set by the Council for completion of appraisals - Check in Check Out does not sufficiently identify training needs to enable the Council to develop a cohesive and co-ordinated corporate training plan. As a result, the Council cannot be sure that all training meets organisational needs, that all skills gaps are being met or that overall training resources are being deployed effectively.

Current position	Check in, Check Out provides a value-based performance assessment approach between staff and line managers and aims to ensure employees have clear and effective understanding of their contribution to the objectives of their teams and subsequently the Council. Based on feedback received the process has been evaluated and is being further developed. A new section on The Hub has been created to ensure accurate recording of check-in, check-out completion along with identified development needs. This area is currently being piloted by a small cross-section of managers before roll-out to the whole organisation.				
	Desired Result	**Action**	**Measure or milestone**	**Responsible Officer**	**Timescale**
Actions	Check-in, Check-out is well understood, consistently employed and informs staff development	Revise and roll out the employee performance appraisal approach (check-in, check-out) for staff	New approach launched and communicated	Head of Commercial and People Development	March 2016
	We are able to evidence that staff are receiving appraisals	Ensure robust mechanisms are available to managers to complete accurate records on Check in / Check out on the Hub and ensure ownership of these mechanisms.	Quarterly measures are available to enable monitoring of process	Head of Commercial and People Development	March 2016

WAO Proposal for improvement	**Ensure central specialist functions, such as finance and procurement, work more closely with individual service areas in identifying potential savings, the scope of savings achievable and the potential to use pooled budgets with partners.**
Key issues from WAO report	- The Council has implemented a constructive approach to deciding where savings would be made and has improved its budget monitoring arrangements - To date the emphasis within the budget setting process has been on individual service areas identifying potential savings. Whilst services are very well placed to do this, we found only very limited support from central Council functions, such as finance and procurement and that corporate support is only provided on request. Unless the Council adopts a 'holistic' approach drawing on the wider skills within the Council it will be more difficult to address the funding gap. [The] level of adoption of ideas generated by the public is very positive and demonstrates effective public engagement by a Council that is also willing to listen.

	• There is some use of pooled budgets and partners recognise that sharing facilities, skills and information are of equal importance. Finding ways to involve Local Service Board members more in the Council's budget setting process and setting more collaborative and pooled budgets where appropriate will help delivery of shared outcomes.
Current position	A corporate process and dedicated support has been identified to facilitate service areas to develop potential budget savings, in line with the agreed budget timelines. In October 2015 Cabinet agreed a report setting out the budget proposals that have been developed particularly focused on the next year (2016/17) for budget consultation with Members, the public and community groups. These proposals have been developed with the support of finance and other relevant council departments, including identifying any further external support where required. An extra piece of work has also been carried out on these proposals to test their feasibility and feedback given to budget holders to develop in finalising the proposals for the budget. Work is continuing on the need to address the longer term issue of a reducing resource base. Further mandates and business cases outlining the detail to address the savings targets in the latter years of the MTFP will continue to be worked up, in line with the agreed budget process and submitted for scrutiny through select committees as appropriate. An assessment on the preparedness of services to deliver the 2015/16 budget mandates was completed in March 2015 to mitigate risks and maximise the levels of income or reductions in costs required to deliver approved savings. The Strategic Procurement Unit ensures its focus is on areas of more significant procurement risk. To strengthen the resilience of procurement and procurement skills base devolved officers have been identified (after an analysis of the council's third party expenditure) to sit on a corporate procurement network that comprises 10 of the council's highest spending areas. This group is then complimented by Internal Audit and a representative from Economic Development and our schools. After undertaking some core procurement training, the network now meet on a bi monthly basis to discuss key procurement issues.

	Desired Result	Action	Measure or milestone	Responsible Officer	Timescales
Actions	The authority is able to balance its budget and has an agreed medium term financial plan	Continue to provide corporate support to managers to deliver the savings, in line with agreed timescales, including the use of specialist support as required.	Percentage of mandated budget savings delivered	Head of Finance	Ongoing

WAO Proposal for improvement	**Adopt a more planned, risk-assessed approach to partnership and collaborative working to make better use of resources.**				
Key issues from WAO report	• The Council has a strong collaborative approach to providing services and recognises that given the current financial climate and what the Council deems as the 'social capital' (community resource and skills) within the county, working with partners is key to sustaining services. • Partner organisations value the 'can do' approach and willingness to seek joint solutions • The Council's approach to partnership activity is not documented or part of an overall strategy and is largely 'optimistic' rather than strategic…[This] means the Council is not always clear whether it gets what it needs from partnership working to achieve better outcomes for citizens				
Current position	The council works with a variety of partners and collaboratively in a number of different ways. Progress to strengthen arrangements of existing partnership and collaborations, where required continues on an ongoing basis for example strengthening governance arrangements of our ICT Shared Resource Service (SRS). While some of the important corporate arrangements on partnership and collaborative working are being developed, including an agreed approach to involving volunteers and community organisations - a county that serves volunteering programme has been established that aims to support and enable volunteers in the County. Also, a community governance review has been completed and cabinet have agreed the format, a members seminar was held to discuss the suggestions in the Community Governance Review. Each Single Integrated Plan (SIP) partnership group has reviewed its memberships, Terms of Reference and governance to reflect statutory responsibilities and established an up to date action plan. A SIP performance group has been established to review partnerships delivering under the Local Service Board and SIP. The council is increasingly considering alternative delivery models to sustain services. Further mandates and business cases outlining the detail to address the savings targets in the latter years of the MTFP are continuing to be developed. The council's risk register identifies the need to develop and specify the business model for the authority in the long term in order to ensure political priorities can be delivered in the future. The business model will help focus planning arrangements for any future partnership and collaborative working.				
Actions	Desired Result	Action	Measures or milestones	Responsible Officer	Timescales
	A sustainable business model is in place	Develop the future business model for the authority	Strategy agreed by Cabinet	Chief Executive	March 2016
	Clarity of outcomes and arrangements when services are being	Implement a policy development and evaluation framework and timetable	Framework embedded in the policy development	Head of Policy and Engagement	June 2016

	delivered through alternative model		process of the council		
	Structures clarified and processes aligned to delivery frameworks to support community governance.	Council to consider and agree the community governance action plan endorsed by Cabinet in October 2015	Action plan adopted for further development	Head of Community Delivery	December 2015

WAO Proposal for improvement	**Further develop and embed performance management arrangements to allow the Council to hold partners to account and to support the Local Service Board to deliver its plans.**
Key Issues from WAO Report	- Arrangements for holding partners to account and scrutinising their activities are improving but this remains challenging with the number of partners and delivery channels used - A lack of clarity about the aims and measurable anticipated improvements from collaborative projects also makes holding partners to account more difficult. We found the Council sometimes struggles to articulate what it is trying to achieve in clear terms, resulting in different understanding. - Revised terms of reference [for the Local Service Board] have been agreed but these are not accessible on the Local Service Board website - Activity to date has focussed on setting the future path for the Local Service Board and ensuring it understands the needs of the community. - Performance management arrangements, including specific measures and how to collect the underlying data (some of which is not collected now) are developing, and the Council anticipates the new arrangements will be in place by the end of the year. - The outcome of the Community Governance review, completion of detailed delivery plans (particularly for the Local Service Board and Whole Place) and strengthening the performance management and accountability arrangements, together with an adaptable outlook, mean the Council should be able to build resilience and manage its partnership activity in a more sustainable way
Current Position	Each Single Integrated Plan (SIP) partnership group has reviewed its memberships, Terms of Reference and governance to reflect statutory responsibilities and established an up to date action plan. A SIP performance group has been established to review partnerships delivering under the Local Service Board and SIP. The membership of the group is multiagency and is chaired by ABHB. All partnerships have been reviewed through the SIP performance group which met monthly up until March 2015. These will resume in April 2016 to evaluate progress and impact and understand any challenges that have arisen. A set of LSB performance indicators were agreed by the LSB in April 2015. The LSB also has a priory work stream for 15/16 which is "closing the gap".

Select Committees have scrutinised the performance of partnership activity during 2015 - the integrated youth offer and Safer Monmouthshire partnership. As part of this scrutiny it was recognised further training will be required for members.

The LSB is currently transitioning to a Public Service Board (PSB) as part of the implementation of the Future generations Act.

	Desired Result	Action	Measure or Milestones	Responsible Officer	Timescale
Actions	Performance of partnerships delivering under the LSB and SIP is evaluated.	To develop a work programme for the next round of the SIP performance group.	Work programme established	LSB Development Manager	March 2016
	Members are aware of their responsibilities for scrutinising activity under the Public Service Board.	Hold member training sessions on scrutinising partnership activity.	Member training sessions held.	LSB Development Manager	March 2016
	Alignment of the Strategic Board of key partnership programmes across Monmouthshire with the latest legislation	Complete the transition of the Local Service Board to a Public Service Board	Public Service Board established	LSB Development Manager	April 2016

WAO Proposal for improvement	**Strengthen the governance and challenge arrangements by:** • **ensuring that minutes of meetings are signed at the next suitable meeting in accordance with the Council's constitution to improve timeliness and transparency of public reporting; and** • **reconsider the Council's policy of not formally minuting Cabinet meetings.**
Key Issues from WAO Report	• The Council's website sets out information for all its public committees and it contains links to access key records such as agendas, minutes and decisions. At the time of our review, the actual information available on the website was limited and key elements were missing, highlighting weak governance arrangements. • There have been instances of significant delays in relation to the approval of select-committee minutes.

	Cabinet decisions are recorded, scrutinised and then made available on the Council website. Neither the Local Government Act 1972 nor the Council's Constitution require minutes of Cabinet meetings to be taken and subsequently approved as an accurate record. However, we consider the taking and approval of minutes to be good practice.
Current position	All public meetings of the Council are live streamed on YouTube and are available to view on the council's YouTube channel at any time after the meeting, which provides greater transparency of the council's business. Staff vacancies that had led to delays have now been filled. In addition the Modern Gov system has been implemented in September 2015 which is speeding up the processes and increasing Democratic Service officer's capacity to process minutes for sign off within required timescales. *Modern Gov* has also improved the documentation of minutes, agendas and reports for meeting on the council's website making these more easily accessible for the public. Minutes of special meetings are required to be signed off at the next ordinary meeting of the committee not special meetings and this will continue.

All cabinet meetings are live streamed, all reports are available on the council's website and the leader reads out the recommendations from each report before it is voted on. A decision-log is published on the website following each cabinet meeting detailing the decisions that have been which include any amendments made to the proposed decision. Not publishing minutes for Cabinet has been a longstanding practice of the council which has raised no issues of transparency and openness in the decision making process and the council does not have any plans to change this process for recording decisions at cabinet. |

	Desired Result	Action	Milestone	Responsible Officer	Timescales
Actions	Timely and transparent public reporting	Ensure sign off of minutes of committee meetings and carry out sample checks to provide monitoring	All minutes signed off at appropriate meetings	Local Democracy Manager	Ongoing
	More efficient processes	Continue to embed Modern Gov in the democratic services process	Modern Gov embedded	Local Democracy Manager	Ongoing

WAO Proposal for improvement	**Develop the Council's workforce planning arrangements by including accurate data and key management information around workforce issues and statistics, reporting regularly to Senior Leadership and Management Teams to enable effective monitoring of progress and management of these issues on an ongoing basis.**				
Key Issues from WAO Report	- The Council's People and Organisational Development strategy sets out clearly the Council's ambitions for its staff - The strategy could be developed further to show how its organisational 'shape' will change from the Council it is now, to its future state, and what it will look like, operating with reduced finances and people. - There is evidence that workforce planning takes place in some service areas…but it is not consistently applied and is not conducted on a Council-wide basis				
Current position	The council's strategic risk register identifies the lack of understanding at this stage of the future model of the organisation means it is difficult to develop consistent Workforce planning. As part of the developments of the business model for the authority in the long term in order to ensure political priorities can be delivered in the future, workforce planning will form an important part of this. Workforce information is now available on the council's intranet via the "People Services data hub" which provides a "one-stop-shop" for information related to People Services, which covers HR, Payroll, Training and Organisational Development. This includes statistics on workforce sickness at a directorate level and ability for Managers to review their own teams sickness in the year. Work is being developed to make these reports available within the council's employee self-service portal "my-view".				
Actions	Desired Result	Action	Milestone	Responsible Officer	Timescales
	A sustainable business model is in place	Develop the future business model for the authority	Strategy agreed by Cabinet	Chief Executive	March 2016
	Clarity on the future shape of the workforce	Use this business model to articulate the future workforce requirements of the authority including numbers of staff and skills needed	Workforce plan developed	Head of Commercial and People Development	November 2016
	Workforce statistics are available at team level in a timely manner	Reports covering key workforce statistics available to Managers	Reports developed on "my-view" and "the hub"	Head of Commercial and People Development	May 2016
	Effective monitoring of workforce issues	Put in place arrangements to ensure systematic reporting to DMTs and Senior Leadership Team	Programmed monitoring reports established	Head of Commercial and People Development	July 2016

WAO Proposal for improvement	**Improve performance management arrangements by:** • **ensuring planned improvements are tangible;** • **improving target setting to better reflect desired improvement and ensuring resources are allocated to deliver Council priorities through the Medium Term Financial Plan;** • **developing arrangements to identify intended outcomes, targets and data collection arrangements when services are being delivered through alternative models; and** • **improving data quality arrangements to ensure that performance reporting is accurate and that decisions are made based on robust information.**
Key Issues from WAO Report	• The Council's performance management arrangements are improving • There are weaknesses in setting targets and milestones… without specifying the intended outcomes, the Council is unable to make informed, robust decisions, track performance, demonstrate value for money, or evaluate whether the delivery model is delivering the intended purpose. • We examined [six PIs] and found that delays in data entry, lack of supporting evidence and estimated data where actual data was required cast doubt over the credibility of data produced by the Council • The Council has been proactive in setting up alternative models of service delivery, however, the intended outcomes of new delivery models are not always well specified.
Current position	The stage 1 Improvement Plan for 2015/17 was published in May 2015 which set the council's improvement objectives for the year. Based on previous feedback received from Wales Audit Office, alterations were made to provide clearer links between the activity in the plan and measures of success to monitor progress, performance and impact against the objectives. Each action area has a clearly defined timescale and milestone/measure attached. The measures included, provide two years' worth of trend performance data and set a target quantifying the expected impact of performance. This enables the Improvement Objectives to be scored based on the council's self-evaluation framework, which was further developed in the Improvement Plan 2015/17 to set defined criteria for each scoring level (Level 1 – Unsatisfactory to Level 6 – Excellent). The Wales Audit Office Annual Improvement Report recognises the improvements in target setting and improved links between actions and measures in the improvement plan. Further feedback identifies the need to continue to ensure this is consistent across all areas. Service targets are set in service plans in consideration of agreed priorities, demands, resources and finance and subject to challenge by Department Management Team and the Policy and Performance teams. Although strengthening the arrangements for target setting is required to further improve the robustness of target setting. The data quality process continues to be strengthened. Internal guidance notes on completing national and local performance indicators are produced setting clear requirements for data compilers. There is continued support from the Policy and Performance team with a specific

and clearly defined role for Internal Audit to quality assure data. In 2015 all PIs received an Internal Audit control rating of *Good*. It is recognised that there is particular risk to data quality, including target setting, when developing performance data measures for new policies or initiatives that may not have been subject to data quality processes previously. These areas will be particularly targeted for policy and performance team support.

The Medium Term Financial Plan enables budget proposals to be developed based on the council's agreed vision and priorities while taking into account the likely medium term resource position of the authority.

	Desired Result	Action	Milestone	Responsible Officer	Timescales
Actions	An improvement plan that demonstrates how the council will improve services within current resource constraints	Ensure that feedback from residents and regulators is used in developing the council's annual improvement plan.	Certificate of Compliance received alongside positive feedback from stakeholders	Head of Policy and Engagement	May 2016
	Clear and robust targets to articulate ambition and support accountability	Continue to quality assure the council's performance measurement database to ensure target changes are captured and an audit trail of changes maintained.	Audit trail of targets established	Head of Policy and Engagement	Ongoing
	Stretching, realistic and robust targets	Strengthen target setting arrangements and revise and recirculate target setting guidance	Revised target setting implemented	Head of Policy and Engagement	April 2016
	Accurate performance data	Allocate Internal Audit time appropriately to focus on the data systems underpinning data as well as the accuracy of the outputs of the data.	Internal Audit control rating on national and local performance indicator data.	Head of Policy and Engagement	May 2016
	Clarity of outcomes and arrangements when services are being delivered through alternative model	Implement a policy development and evaluation framework and timetable	Framework embedded in the policy development process of the Council	Head of Policy and Engagement	June 2016