

**Neath Port Talbot Council  
Annual Governance Statement  
2023/2024**



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## Introduction

To prepare our Annual Governance Statement the council has adopted the 2016 Delivering Good Governance in Local Government: Framework (the Framework), developed by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE).

The council must publish an Annual Governance Statement (AGS) to comply with this Framework. The AGS explains the processes and procedures in place to enable the council to carry out its functions effectively. The governance framework comprises of the systems, processes, cultures and values by which the council is directed and controlled, and through which we engage with, and lead, the local community. The framework brings together an underlying set of legal requirements, good practice and management processes.

Supporting the work of the AGS the council is now in its third year of conducting a self-assessment, meeting the requirements of the Local Government and Elections (Wales) Act 2021. The self-assessment allows us to score ourselves on the effectiveness of the council's system of internal control in place for the year ending 31<sup>st</sup> March 2024. This Annual Governance Statement contributes to the self-assessment by demonstrating:

- the council's business is conducted in accordance with all relevant laws and regulations;
- public money is safeguarded and properly accounted for;
- there is sound and inclusive decision making;
- resources are used economically, efficiently and effectively; and
- there is clear accountability for the use of those resources to achieve agreed priorities which benefit local people and communities.

***“Corporate governance is about making sure that the council is run properly. It is about ensuring the council does the right things, at the right time and in the right way.”***

The council’s systems of internal control are designed to manage risk to a reasonable level. The council cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness.

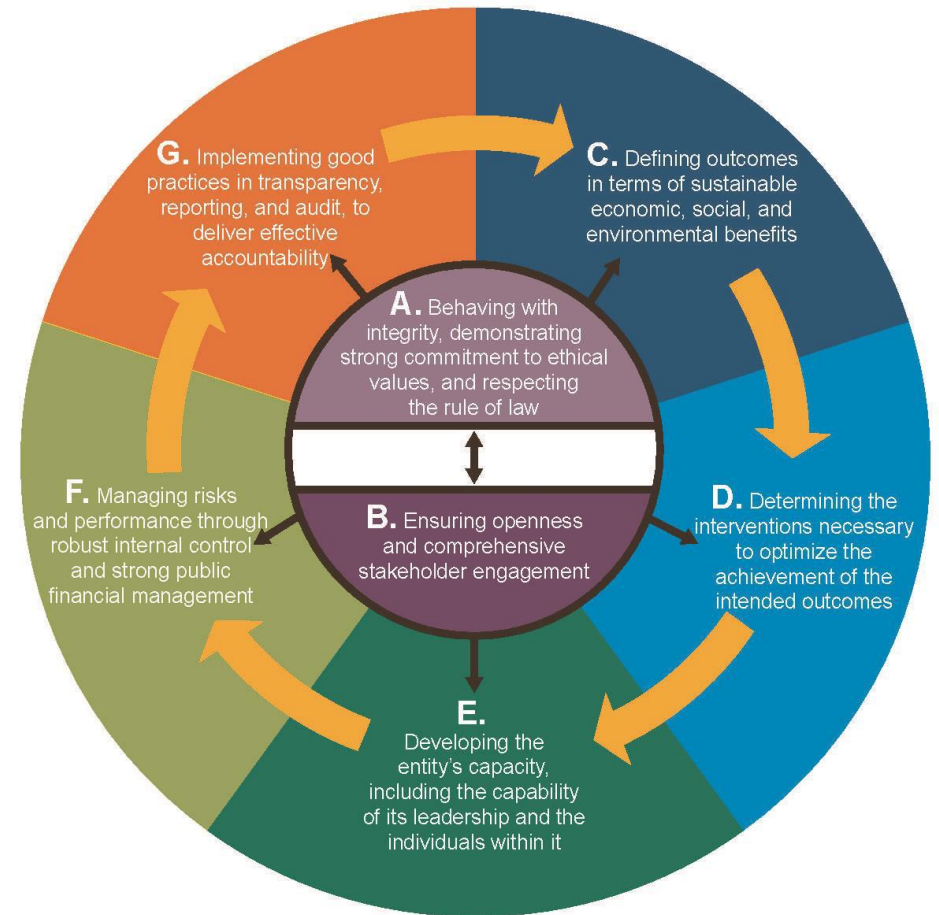
## Delivering Good Governance in Local Government: Framework (The Framework) 2016

The Framework comprises of two core principles and five supporting principles as illustrated in the diagram.

Principles A and B run through principles C to G but good governance is dynamic, and the council as a whole is committed to improving governance on a continuing basis through a process of evaluation and review.

**The next section: Putting the Principles into Practice**, illustrates examples of how the council demonstrates compliance to meet these seven principles. In addition, the council uses a number of ways to review and assess the effectiveness of its governance arrangements and **Table 1** on page 83 highlights the difference mechanisms during 2023/2024.

Whilst preparing the annual governance statement we have reflected on any governance improvement areas which need reviewing or will be further developed in 2024-2025, these have been included in an action plan set out in **Table 2** on page 87. The Corporate Governance Group, will oversee the action plan and progress will be reported to Corporate Directors Group, Cabinet and Governance & Audit Committee throughout the financial year.



## Putting the Principles into Practice

Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law			
Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
1.1 Ensuring members and officers behave with integrity and lead a culture where acting in the public interest is visibly and consistently demonstrated thereby protecting the reputation of the organisation	1.1.1 Employee Code of Conduct	In November 2020 an Internal Audit review was published of the compliance need to make the necessary declarations regarding interests, gifts and hospitality accepted/rejected. The recommendations made were taken into account and the Code was updated in January 2021.	None identified
	1.1.2 Corporate Induction	The HR Future of Work Team re-instated the Corporate Induction Programme in 2023. In terms of its purpose: participants benefit from consistent, council-wide information – gaining an appreciation of our purpose and values, prompting them to consider how they can embody these on a day to day basis (in other words: How do I fit into the “big picture”?). There are contributions from HR colleagues, Health & Safety, Learning & Development etc. as well as a “welcome” from the Chief Executive. New starters still receive a “local induction” from their line managers – addressing departmental matters. Corporate Induction days are now scheduled to take place on a quarterly basis. In 2023/2024, 157 employees attended the programme.	None identified

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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
	<p>1.1.3 <a href="#">Member Code of Conduct</a></p>	<p>Monitored by the <a href="#">Standards Committee</a> and Corporate Governance Group.</p> <p>On signing their Declaration of Acceptance of Office, Members are required to give an undertaking to abide by the Members' Code of Conduct.</p> <p>A detailed member induction programme took place following local government elections in May 2022. This included specified training relating to the member code of conduct, social media issues, gifts and hospitality and officer/member protocols. As of the 31<sup>st</sup> March 2023, all 60 elected members had attended and received this training with 39 of the 60 attending a second refresher training event.</p> <p>Refresher training takes place on an annual basis to enhance member's compliance with the Members Code of Conduct and to ensure members are aware of the responsibility to act ethically and with integrity, with advice provided on a variety of matters throughout the year on interests and predetermination matters.</p> <p>The Local Government and Elections (Wales) Act 2021 provided an additional duty on group leaders to ensure members within their political group also comply with the</p>	<p>Ensure all members attend annual refreshers in respect of the Members Code of Conduct undertaken by the Monitoring Officer;</p> <p>Ensure all Group Leaders make Standards and Ethics a standing item on their political group meeting agendas;</p> <p>Ensure all members are completing their declarations of gifts and hospitality, including where such gifts and hospitality are declined;</p> <p>Encourage Group Leaders to consider bi-annual meetings with the Monitoring Officer to discuss standards and ethics and how they can work together to promote standards within their political groups;</p>

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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
		<p>Members Code of Conduct and ongoing support will be provided on this function via the Standards Committee.</p> <p>The Standards Committee were pleased to note the approach that Group Leaders take in promoting standards and the personal commitment they have to encourage members within their groups to embed ethical processes in their day to day activities. Of interest particularly to the Standards Committee was how Group Leaders deal with the “thick skin” ideology that the Public Service Ombudsman and other regulatory bodies adopt and the views that all Group Leaders have that often this is an inappropriate test and it is not something that any elected member should have to have if they face abuse from members of the public, particularly in a social media setting.</p> <p>The Standards Committee are required to conduct an assessment of how political group leaders have complied with their new duty to promote high standards of conduct and the Standards Committee are able to confirm that throughout 2023/2024 Group Leaders have discharged their duty, in the views of the Standards Committee, and that there were no ethical concerns arising.</p>	<p>A series of guidance documents be circulated to all members in respect of key conduct matters such as declarations of interest, predetermination, conduct case studies and key information for members.</p>



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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
		The Standards Committee approved their <u>Annual Report</u> in April 2024 for the work of the previous finance year which will be received by Full Council in Summer 2024.	
	1.1.4 Members: An <u><a href="#">induction programme for Members</a></u> was published on the council website in 2022 and updated in 2023.	<p>The induction programme forms part of the authority’s Strategy and Charter for Member Development and is structured for both new and returning members. The aim is to provide a supportive and structured development framework to enable Members perform their duties. Members elected through by-elections receive a tailored induction.</p> <p>This training programme took place following local government elections in May 2022 and continues to be embedded in member training. An annual survey takes place of members to identify any training and development needs.</p>	None identified
	1.1.5 Staff: New Starter Induction Checklist	New starter induction checklist contains information about the expected standards of behaviour) must be signed by managers and their employees.	None identified

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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
	1.1.6 Performance Appraisal Process	In 2024, the Learning, Training & Development Team will continue with progress in relation to the implementation of the iTrent HR / Payroll Database, launching the Development module, which will facilitate more effective recording of the appraisal process and provide greater assurance. We will be able to report against the number of appraisals carried out to conclusion.	None identified
1.2 Ensuring members take the lead in establishing specific standard operating principles or values for the organisation and its staff and that they are communicated and understood. These should build on the Seven Principles of Public Life (the Nolan Principles)	1.2.1 Updated vision and set of values have been published in the council's Corporate Plan 2022-2027	The council's vision and values are incorporated into recruitment processes (and written into all new and revised job descriptions and person specifications).	None identified
	1.2.2 The vision and priorities for staff are contained within the Strategic Workforce Plan: <a href="#">The Future of Work Strategy 2022 – 2027</a>	<p>The Strategic Workforce Plan was developed following extensive consultation across the council's workforce and key stakeholders, and agreed by the council's Personnel Committee in October 2022. A review of the Strategy was considered by Personnel Committee in March 2024, and the strategic priorities confirmed as remaining fit for purpose, and the Delivery Plan for 2024 / 2025 was approved for implementation</p> <p>During 2023/2024 Audit Wales published their Springing Forward: Strategic Workforce report. The content of the report</p>	Progress recommendations made in Audit Wales Springing Forward: Strategic Workforce report.

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		<p>concluded that the council has a clear vision for its workforce, strengthened by its work with partners, which continues to be a strategic priority for delivering its well-being objectives. Two overall recommendations were made by Audit Wales, and accepted by the council, these will be progressed as improvements.</p> <p>Recommendation made:                      R1 – Workforce planning and delivery:</p> <ul style="list-style-type: none"> <li>• to ensure there are progression pathways for staff and there is resilience around its business-critical roles, the council should ensure all services have succession plans and have identified their business-critical roles.</li> </ul> <p>R2 - Workforce governance and monitoring</p> <ul style="list-style-type: none"> <li>• to have a better understanding of the impact of its workforce strategy the council should develop measures that focus on outcomes and impacts in addition to inputs.</li> <li>• the council should build on its benchmarking with the Chartered Institute of Personnel and Development and consider where there may be opportunities to benchmark its measures and metrics with its peers to ensure it can identify areas of good practice and potential areas for improvement.</li> </ul>	

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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
		<ul style="list-style-type: none"> <li>to enable the council to have a clearer understanding of the progress it is making towards meeting its workforce ambitions the council should assure itself that the Organisational Delivery Board is providing effective oversight and driving integration across related programmes of work.</li> </ul>	
See section 1.1.3- <a href="#">Member Code of Conduct</a> - The Standards Framework for Members (Section 1, Ethical framework)			
1.3 Leading by example and using these standard operating principles or values as a framework for decision making and other actions	<p>1.3.1 Integrated Impact Assessment (IIA)</p> <p>The tool assesses the impact of proposed initiatives (e.g. policy, service, procedures, strategies, projects etc.) relating to key legislation (i.e. equality, sustainable development, the Welsh language etc.). It is applied to decisions relating to the initiative and to</p>	<p>The IIA tool, guidance and associated forms were updated in autumn 2023 to comply with the enforcement actions as contained in the Welsh Language Commissioner’s decision notice in relation to complaint CS 114 (for further details see the Complaints section page 16).</p> <p>In addition training on the requirements of the policy making standards as they relate to consultation documents is being arranged for relevant officers during 2024.</p>	None identified

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<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
	consider whether the initiative will have a positive, negative or neutral impact on the community.		
	1.3.2 Declarations of Interest	<p>These are made by Members at the beginning of Committee meetings and recorded in the meeting minutes, with guidance and training and provided by the Monitoring Officer.</p> <p>The Standards Committee reviews declarations of interest and the granting of dispensations to ensure ethical decision making.</p>	None identified

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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
	<p>1.3.3 The <u>Standards Committee</u></p>	<p>Monitored by the <u>Standards Committee</u> and Corporate Governance Group.</p> <p>On signing their Declaration of Acceptance of Office, Members are required to give an undertaking to abide by the Members' Code of Conduct.</p> <p>A detailed member induction programme took place following local government elections in May 2022. This included specified training relating to the member code of conduct, social media issues, gifts and hospitality and officer/member protocols. As of the 31<sup>st</sup> March 2023, all 60 elected members had attended and received this training with 39 of the 60 attending a second refresher training event.</p> <p>Refresher training takes place on an annual basis to enhance member's compliance with the Members Code of Conduct and to ensure members are aware of the responsibility to act ethically and with integrity throughout the year, with advice provided on a variety of matters throughout year on interests and predetermination matters.</p> <p>The Local Government and Elections (Wales) Act 2021 provided an additional duty on group leaders to ensure members within their political group also comply with the</p>	<p>None identified</p>

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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
		<p>Members Code of Conduct and ongoing support will be provided on this function via the Standards Committee.</p> <p>The Standards Committee were pleased to note the approach that Group Leaders take in promoting standards and the personal commitment they have to encourage members within their groups to embed ethical processes in their day to day activities. Of interest particularly to the Standards Committee was how Group Leaders deal with the “thick skin” ideology that the Public Service Ombudsman and other regulatory bodies adopt and the views that all Group Leaders have that often this is an inappropriate test and it is not something that any elected member should have to have if they face abuse from members of the public, particularly in a social media setting.</p> <p>The Standards Committee are required to conduct an assessment of how political group leaders have complied with their new duty to promote high standards of conduct and the Standards Committee are able to confirm that throughout 2023/2024, Group Leaders have discharged their duty, in the views of the Standards Committee, and that there were no ethical concerns arising.</p>	

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<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
		<p>The Standards Committee prepared their Annual Report in April 2024 for the work of the previous finance year and this will be received by full Council in summer 2024.</p>	



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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
	1.3.4 Member and Officer Relations Protocol	<p>A protocol is in place as part of the council's Constitution and Employee Code of Conduct. A review of the protocol was undertaken at the early stages of the member induction programme, as part of the wider review of the council's Constitution. Copies of which have been distributed to officers.</p> <p>A detailed member induction programme took place following local government elections in May 2022. This included specified training relating to the member code of conduct, social media issues, gifts and hospitality and officer/member protocols. By the end of June 2022, all 60 elected members had attended and received this training.</p> <p>Training has also been provided to officer groups within the council on the nature of the relationship between officers and members and this training will continue in future years.</p> <p>The protocol is monitored by the Standards Committee who considered the protocol and its implementation at a meeting of the Standards Committee recommending a few minor changes for consideration which will now be included within the Constitution going forward and circulated to officers and members.</p>	Continue with future training of officer groups in the significance of the member and officer relations protocol.

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<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
1.4 Demonstrating, communicating and embedding the standard operating principles or values through appropriate policies and processes which are reviewed on a regular basis to ensure that they are operating effectively	1.4.1 The Anti-fraud, Corruption and Malpractice Strategy	Cabinet approved the updated Anti-Fraud & Corruption Strategy at their meeting on 25 <sup>th</sup> April 2023. The Strategy was presented to Governance & Audit Committee at their meeting on 16 <sup>th</sup> June 2023. It has also been publicised on the authority's Intranet.	None identified
	1.4.2 <u>Member Interests</u> are shown by individual Members on the council website	Declarations of Interest for Members is a standing item on all meeting agendas and recorded in minutes of meetings. The Standards Committee reviews declarations of interest and the granting of dispensations to ensure ethical decision making.	None identified
	1.4.3 Staff Interests	An up-to-date register is held by each Director and is subject to Internal Audit review annually.	None identified
	1.4.4 <u>Members: The Constitution</u>	<p>The council's Monitoring Officer is required, by law, to keep a Register of all notifications made by Members. The Register is available on the council's website and a copy is open to public inspection during normal office hours.</p> <p>The Standards Committee reviews declarations of interest and the granting of dispensations to ensure ethical decision making.</p>	None identified

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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
		The Constitution is regularly updated and available for public inspection either on the website or in person.	
	1.4.5 Staff Gifts & Hospitality	An up-to-date register is held by each Director and is subject to Internal Audit review annually.	None identified
	1.4.6 Whistleblowing Policy	Whistleblowing Policy was approved by Personnel Committee in August 2015 and reviewed in January 2020.  The Audit Manager presented a report to Standards Committee on 31 <sup>st</sup> January 2023. The report provided details of the Whistleblowing Arrangements in place and the number of referrals received in recent years.	None identified
	1.4.7 <u>Corporate Comments, Compliments and Complaints Policy</u>	The Corporate Comments, Compliments and Complaints Policy meets the requirements set out in the Public Service Ombudsman for Wales Model Complaints Policy.	None identified
	1.4.8 <u>Social Services Compliments and Complaints</u>	The latest <u>Social Services Compliments and Complaints Annual Report 2022/2023</u> was prepared and reported to Social Services, Housing and Community Safety Cabinet on 25 <sup>th</sup> January 2024. No systemic issues were identified.	None identified

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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
	<p>1.4.9 <u>Corporate Comments, Compliments and Complaints</u></p>	<p>The Corporate Comments, Compliments and Complaints Annual Report for 2022/2023 was reported to Cabinet on 20<sup>th</sup> September 2023. No systemic issues were identified. This report was also presented to Governance &amp; Audit Committee on 12<sup>th</sup> October 2023 to enable the Committee to discharge the following functions contained in the Local Government &amp; Elections (Wales) Act 2021:</p> <ul style="list-style-type: none"> <li>• to review and assess the authority’s ability to handle complaints effectively</li> <li>• to make reports and recommendations in relation to the authority’s ability to handle complaints effectively</li> </ul> <p>During 2023/2024 complaints and compliments data have been reported to relevant Cabinet Boards on a quarterly basis. The Corporate Complaints Group (made up of officers with responsibility for dealing with complaints) meets on a quarterly basis to share best practice and to identify and implement any identified improvement work.</p>	<p>None identified</p>

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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
	See section 1.4.4 Members: The <u>Constitution</u> , Part 5, Section 3 'Personal Interests' addresses this	<p>Member's interests are published on the NPT Council website for each meeting throughout the year.</p> <p>The Standards Committee reviews declarations of interest and the granting of dispensations to ensure ethical decision making.</p>	None identified
	1.4.10 – Contract Procedure Rules	<p>The council's Contract Procedure Rules, Employee Code of Conduct and the Public Contract Regulations (2015) require officers and members not to have any involvement in a tender process where they have a potential conflict of interest.</p> <p>They should have no role whatsoever which should negate the need for any declarations of interest to be made.</p>	The Contract Procedure Rules and Standing Orders will be updated to take into account the requirements of the Procurement Act 2023
2.1 Seeking to establish, monitor and maintain the organisation's ethical standards and performance	2.1.1. Corporate Procurement Team	<p>Ethical standards are acknowledged by the team when undertaking tender work for other sections and when developing and evaluating procurement process.</p> <p>The team also monitor and evaluate compliance looking at what approach sections adopt.</p> <p>The Ethical Employment Code of Practice and Modern Slavery Statement issued to all sections sets out processes that should be valued.</p>	Corporate Procurement to monitor and evaluate compliance looking at what approach sections adopt. Head of Legal & Democratic Services to report annually to the Corporate Governance Group.

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>2.2 Underpinning personal behaviour with ethical values and ensuring they permeate all aspects of the organisation's culture and operation</p>	<p>2.2.1 Member training</p>	<p>The induction programme forms part of the authority's Strategy and Charter for Member Development and is structured for both new and returning members. The aim is to provide a supportive and structured development framework to enable Members to perform their duties. Members elected through by-elections receive a tailored induction.</p> <p>This training programme took place following local government elections in May 2022 and continues to be embedded in member training. An annual survey takes place of members to identify any training and development needs.</p> <p>Annual reports are presented to Standards Committee. Members Declaration of Acceptance of Office – undertaken to abide by the Members' Code of Conduct.</p> <p>Leading in the Welsh Public Service Behaviours Framework.</p>	<p>None identified</p>
	<p>See section 1.1.3 - Member Code of Conduct</p>		
	<p>See section 1.3.3 - Standards Committee – special dispensation to vote</p>		

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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
2.3 Developing and maintaining robust policies and procedures which place emphasis on agreed ethical values	2.3.1 Recruitment and Selection Policy 2018	<p>Training is provided to recruiting managers and courses undertaken in relation to Recruitment and Selection, Safe Recruitment and other Employment Policies and Procedures delivered in 2023/2024.</p> <p>Unconscious bias training is available for managers; a review of equalities training is underway and a matrix approach is being considering, setting out what training is mandatory for particular groups of employees, including recruiting line managers. It will be proposed that all recruiting managers undergo unconscious bias training. During 2023/2024 27 officers undertook the training.</p> <p>The Recruitment Policy has been reviewed and will be considered by Personnel Committee in September 2024.</p>	None identified
	2.3.2 <u>Pay Policy Statement 2023/2024</u>	The 2024/2025 review has taken place and the revised Pay Policy Statement was presented to Council on 20 <sup>th</sup> March 2024.	None identified
	<u>2.3.3 Contract Procedure Rules</u>	Training is available to staff and advice booklets are provided. Ongoing support is provided to sections in complying with procurement rules and processes. A dedicated section of the council's intranet has provided standard documents and processes for officers to follow.	None identified

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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
2.4 Ensuring that external providers of services on behalf of the organisation are required to act with integrity and in compliance with high ethical standards expected by the organisation	2.4.1 <u>Ethical Employment in Supply Chain Policy 2019</u>	Policy introduced in 2019 and annual reports brought to Cabinet and Cabinet Scrutiny setting out how the council complies with the arrangements set out in the policy.	None identified
	2.4.2 Continue to participate in a number of partnerships. Governance arrangements are in place for each for partnership which: <ul style="list-style-type: none"> <li>• Clarify the roles of members both individually and collectively in relation to the partnership and to the council;</li> <li>• Clearly set out the legal status of the partnership; and</li> <li>• Make clear the extent to which representatives or</li> </ul>	<p>Given the importance of collaboration to this council, Scrutiny committees review existing collaborations to make sure they were all on a strong footing, and are productive to enable the council's Cabinet to be confident that those arrangements are working in the best interest of citizens. Also, ensuring that there is clear and effective democratic oversight of those arrangements. The focus of this work was reviewed in 2023/2024 as part of the council's Corporate Plan work.</p> <p>To ensure that a copy of all partnership agreements are logged centrally with the Head of Legal &amp; Democratic Services. This work was completed in 2023/2024.</p>	None identified



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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
	<p>organisations both understand and make clear to all other partners the extent of their authority to bind their organisation to partner decisions.</p>		
<p>3.1 Ensuring members and staff demonstrate a strong commitment to the rule of the law as well as adhering to relevant laws and regulations</p>	<p>3.1.1 Cabinet and Committee reports contain a section entitled “Legal Impacts” so that legal obligations are placed at the forefront of decision making.</p>	<p>‘Safe and Legal Decision Making Training’ is available for relevant officers and is provided on an annual basis by the Head of Legal and Democratic Services to council officers.</p> <p>Democratic Services Officers and Legal Services monitor reports to ensure legal compliance.</p>	<p>None identified</p>
	<p>See section 1.4.4 - The <u>Constitution</u></p>		

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Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
3.2 Creating the conditions to ensure that statutory officers, other key post holders and members are able to fulfil their responsibilities in accordance with legislative and regulatory requirements	3.2.1 Financial management arrangements	<p>We have a range of policies and procedures (such as financial regulations, financial procedures, contract standing orders, accounting instructions and officer delegations) that conform to the governance requirements of the CIPFA Statement of the Role of the Chief Financial Officer in Local Government (2010).</p> <p>A review of Accounting Instructions was completed during 2022/2023</p>	None identified
	3.2.2 Democratic Services - support function.	<p>The Head of Democratic Services presents an annual report to Democratic Services Committee and Council, outlining the resource requirements to enable the Council, Cabinet and Committee to receive high level support and discharge of its democratic functions. The Chair of the Democratic Services Committee presents an Annual Report of the Democratic Services Committee to full Council updating Members on the work that has been undertaken by the Committee during the previous civic year.</p>	None identified

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<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
	See section 1.4.4 The council's Constitution sets out the different responsibilities of Members and Officers. Clear job descriptions for all staff, which highlight their roles and responsibilities.	<p>The Monitoring Officer oversees the council's Constitution and ensures it is kept up to date.</p> <p>A review of the Constitution takes place at regular intervals to ensure it is constantly up to date and annual reports will be produced to the Democratic Services Committee on any updates required to the Constitution and to seek Members views on constitutional provisions.</p>	None identified
3.3 Striving to optimise the use of the full powers available for the benefit of citizens, communities and other stakeholders	3.3.1 Cabinet and Committee Reports contain a section entitled "Legal Impacts" so that legal obligations are placed at the forefront of decision making.	<p>Legal Enterprise Case Management Software providing audit trails of legal advice given and time spent providing legal advice on all matters.</p> <p>Transaction documentation and hard copies of legal advice provided are stored by the council.</p> <p>Legal training provided to officers on regular basis to ensure they are up to date with recent legal developments and powers available.</p>	None identified
3.4 Dealing with breaches of legal and regulatory provisions effectively	3.4.1 Data Protection Breaches Panel review cases.	Head of Legal & Democratic Services and Information Risk Officers report annually to the Corporate Governance Group to give an assurance that the current system for dealing with data protection breaches is fit for purpose. The authority retains a breach register and 2 referrals were made to the Information Commissioner's Office. One is presently being	None identified

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
		considered and the other was marked with no further action by the Information Commissioner’s Office.	
	3.4.2 Internal Audit Special Investigations / Disciplinary Cases	The council requires that all officers who carry out disciplinary investigations have undertaken the ACAS Investigation Officers training. In addition, Heads of Service who are the decision makers in disciplinary investigations must have attended the ACAS Decision Maker training.	None identified
	See section 3.3.1 - Cabinet and Committee Reports		

**Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of law**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
3.5 Ensuring corruption and misuse of power are dealt with effectively	3.5.1 Standards Committee	<p>The Standards Committee has oversight of the complaints and any themes or patterns emerging (but only considers specific details of individual cases if a complaint is formally referred to the Standards Committee by the Monitoring Officer or the Ombudsman for Wales).</p> <p>During the period 1st April 2023 to 31st March 2024, the Monitoring Officer was notified of a total of 7 complaints made against Members of Neath Port Talbot County Borough Council alleging a breach of the Code of Conduct.</p> <p>All bar one of these complaints were dismissed by the Ombudsman for Wales with one now being considered by the Standards Committee with a determination to be reached in summer 2024.</p>	None identified
	See section 1.4.1 - Anti-fraud, Corruption and Malpractice Policy		
	See section 1.4.6 - Whistleblowing Policy		

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
4.1 Ensuring an open culture through demonstrating, documenting and communicating the organisation's commitment to openness	4.1.1 The council produces a number of annual reports throughout the year to give assurances about our governance arrangements.	<p>The following reports are available to the public and the Corporate Governance Group oversee any risks identified to governance arrangements, arising from these annual reports.</p> <ol style="list-style-type: none"> <li>1. Corporate Plan Annual Report</li> <li>2. Strategic Equalities Plan Annual Report</li> <li>3. PSB Well-being Plan Annual Report</li> <li>4. Welsh Language Standards Annual Report</li> <li>5. Welsh Language Promotion Strategy Annual Report</li> <li>6. Internal Audit Report</li> <li>7. Complaints, Compliments and Comments Annual Report</li> <li>8. Social Services Complaints Annual Report</li> <li>9. Ombudsman Annual Report</li> <li>10. Pay Policy Statement</li> </ol>	None identified
	4.1.2 <u>FOI Policy / FOI Publication Scheme</u>	<p>Freedom of Information (FOI) Policy was published in March 2014. A review of the Publication Scheme took place in 2020, to consider updated advice from the Information Commissioner's Office and found only minor changes were required to consider updated legislative requirements. This was then considered and the Publication Scheme updated in Autumn 2023.</p> <p>This will be continually monitored to ensure legislative compliance. Work is also ongoing to look at ways to further promote and publish other information held by the council such as Freedom of Information Act responses.</p>	None identified

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
	4.1.3 The council's strategic purpose, vision and values are set out in the <u>Corporate Plan 2022/2027</u>	The council's strategic purpose, vision and values are set out in the council's Corporate Plan 2022/2027. The Plan is currently being updated for the period 2024/2027. The Future of Work Strategy embeds the council's vision, values and priorities in everything we do.	None identified
	4.1.4 <u>Council Meeting Cycle</u>	The council agrees its meeting cycle at its Annual Meeting and this is published on the council's website. Meetings are supported with forward work programmes detailing items for the next 3 meetings.	None identified
	4.1.5 Corporate Communications and Community Relations Strategy 2018/2020	<p>The delayed review of the 2018/2020 Strategy due to capacity and other priorities is underway. The principle purpose of the revised Strategy is to ensure all communications and marketing work carried out across the council supports the delivery of the priorities set out in the council's Corporate Plan.</p> <p>We have improved the accessibility of information to better engage all stakeholders in the council's work, with the intention that there will be a continuous flow of information about how the council is delivering on its well-being objectives and to keep stakeholders up-to-date.</p> <p>Council website (<a href="http://www.npt.gov.uk">www.npt.gov.uk</a>) performance is monitored using Google analytics to see how our website is being used. We</p>	None identified

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
		also carry out an annual website survey to measure our effectiveness and ensure the website is performing as expected.	
4.2 Making decisions that are open about actions, plans, resource use, forecasts, outputs and outcomes. The presumption is for openness. If that is not the case the justification for the reasoning for keeping a decision confidential should be provided	4.2.1 Executive and non-executive and regulatory report guidance and report templates	<p>The guidance was developed and circulated to reporting officers in May 2019. As and when changes arise the guidance is updated and circulated to report authors/officers.</p> <p>Report templates ensure the relevant information and advice is presented to substantiate recommendations.</p> <p>Guidance has been presented to officers throughout the year on matters such as Welsh Language considerations and other legislative updates.</p>	None identified
	4.2.2 Safe and Legal Decision Making	Training is available for relevant officers and takes place at regular intervals by the Head of Legal and Democratic Services.	None identified
4.3 Providing clear reasoning and evidence for decisions in both public records and explanations to stakeholders and being explicit about the criteria, rationale and considerations used.	4.3.1 <u>Modern.gov system</u>	All publically accessible reports are published on the council website via <u>Modern.gov system</u> showing the decisions taken at each meeting.	None identified
	See section also 1.3.1 Integrated Impact Assessment (IIA)		



<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
In due course, ensuring that the impact and consequences of those decisions are clear.			
4.4 Using formal and informal consultation and engagement to determine the most appropriate and effective interventions / courses of action	4.4.1 Neath Port Talbot Consultation and Engagement Strategy 2018/2020	<p>The delayed review of the 2018/2020 Strategy, due to capacity and other priorities, is now underway. The principle purpose of the revised Strategy is to set working standards for consultation and engagement activity across the council and there will be an accompanying toolkit. The aim will be to ensure that our consultation and engagement is effective, robust, consistent and accessible so that everyone in our communities can have the opportunity to have their say on the decisions that affect them.</p> <p>The council uses Snap Survey software for corporate consultations for both internal and external stakeholders. The Planning Policy Service use Objective consultation software for the Local Development Plan. These arrangements are regularly reviewed to ensure they are effective and value for money when reviewing budget for the forthcoming financial year.</p>	None identified

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
	4.4.2 Community of Practice on Involvement and Engagement	<p>The NPT Community of Practice on Involvement and Engagement was launched in 2019 and membership has grown to 60+ council officers and representatives from partner organisations. Members regularly engage with a range of specific stakeholder groups as part of their work and the Community of Practice provides a forum for members to work more smartly and in a more collaborative way to ensure that everyone in our communities can have the opportunity to have their say on the decisions that affect them. It is intended to provide a professional and respectful forum for members to share experiences and knowledge on involvement and engagement issues in a spirit of mutual learning and peer support.</p> <p>The Community of Practice undertook a key role during 2023/2024 in supporting the Let's Keep Talking campaign which has informed the development of the priorities contained in the council's updated Corporate Plan for the period 2024/2027 and the consultation on the 2024-2025 budget.</p>	None identified

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
	4.4.3 <a href="#">Citizens' Panel</a>	<p>Launched in January 2020, the NPT Citizens' Panel is made up of residents from across the county borough and actively involves them in decision making at a very early stage, so they help shape proposals before these go out to wider public consultation. This will strengthen the council's approach to consultation and engagement and also help us to meet our obligations under the Wellbeing of Future Generations (Wales) Act 2015 and Local Government &amp; Elections (Wales) Act 2021.</p> <p>Following a recent recruitment drive, there are currently over 700 members on the Panel. Officers will analyse the data to establish how closely it matches the make-up of residents in Neath Port Talbot from the 2021 Census (specifically in relation to geographical location, age, gender, disability, Welsh language, and ethnicity). Targeted recruitment will take place during 2024/2025 for groups that are under-represented.</p>	None identified

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
	<p>4.4.4 <u>Public Participation Strategy</u></p>	<p>The Local Government and Elections (Wales) Act 2021 (“the Act”) requires local authorities to publish, consult on, and regularly review a public participation strategy to encourage local people to participate in their decision making. This includes where councils make decisions in partnership with another council or in conjunction with another individual or body such as a local health board.</p> <p>The council’s Public Participation Strategy 2023/2027 was approved on 26<sup>th</sup> April 2023 by the council’s Cabinet and outlines the council’s objectives, approach and mechanisms for encouraging and enabling public participation, together with information on how local people can influence decision-making. It also supports the priorities in the council’s Corporate Plan and reflects our values by setting out how we will encourage and enable local people and communities in Neath Port Talbot to be actively involved in decisions that affect them.</p> <p>The first progress report is being prepared and will be presented to the council’s Cabinet in September 2024.</p>	None identified
4.5 Effectively engaging to ensure	See section 4.1.5 - Corporate Communications and Community Relations Strategy 2018/2020		

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
that the purpose, objectives and intended outcomes for each stakeholder relationship are clear so that outcomes are achieved successfully and sustainably	See section 4.4.1 - Neath Port Talbot Consultation and Engagement Strategy 2018/2020		
	4.5.3 Key Stakeholder List	We have a list of key stakeholders that we engage with on major policies and plans. These include: Youth Council; Black Minority Ethnic Community Association; and consultee database for the Local Development Plan.	None identified
	4.5.4 Youth Mayor	First established in September 2019 and elected by the young people of the borough. The role involves representing the voice of all children and young people across the borough at a number of pre-determined civic duties.	None identified
	4.5.5 Partnership working with our trade unions and teaching associations	This is a major feature of the council's culture in relation to workforce engagement. It involves elected Members, managers, employees and trade unions developing and implementing a way of working based on mutual respect and trust, shared objectives and joint ownership of problem solving. We are working together with trade unions to implement the new Social Partnership Duty.	None identified

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
4.6 Developing formal and informal partnerships to allow for resources to be used more efficiently and outcomes achieved more effectively	4.6.1 Third Sector Partnerships	<p>The council has a long and productive relationship with community and voluntary sector organisations and awards grant funding to organisations so they can support our communities in a wide range of ways.</p> <p>The Partnership Agreement (Compact), between the council and the community and voluntary sector in Neath Port Talbot, formally recognises and values the contribution of voluntary work to local people, communities and supporting us to deliver on some of our services. It provides a framework for further developing the many years of partnership working in the county borough, in pursuit of our shared interest to build strong communities where everyone has an equal chance to lead a fulfilled life. It also sets out the partnership responsibilities and expectations on both the council and the voluntary sector. A review of the Partnership Agreement is underway in collaboration with the community and voluntary sector and will be concluded by autumn 2024.</p>	None identified
	4.6.2 Voluntary Sector Liaison Forum	The Voluntary Sector Liaison Forum meets on a quarterly basis and is regularly consulted on key council policies e.g. budget and Corporate Plan.	None identified
	4.6.3 County Borough Council / Community Councils Liaison Forum	The council meets with the Town and Community Councils throughout the year to discuss a wide number of issues. Meetings were held throughout 2023/2024 to discuss issues of concern to	None identified

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
		<p>the Town and Community Councils and to consult with the Forum on key council policies e.g. budget and Corporate Plan</p> <p>Ongoing training was also provided to Town and Community Councils by the Monitoring Officer on the Member's Code of Conduct.</p>	
	4.6.4 Informal partnerships	There are a number of informal partnerships in place, which are made up of both officers from across the council and representatives of external organisations.	None identified
	4.6.5 <u>Public Services Board (PSB)</u>	PSB members work together to deliver the objectives set out in the PSB Well-being Plan and monitor progress on delivery of the work. In May 2023 the PSB published its revised Well-being Plan 2024/2028 setting out the priorities the PSB will focus on to improve the well-being of Neath Port Talbot.	None identified
<p>4.7 Ensuring that partnerships are based on:</p> <ul style="list-style-type: none"> <li>• Trust</li> <li>• A shared commitment to change</li> </ul>	See section 2.4.2 - Continue to participate in a number of partnerships and 4.5.4 Youth Mayor	<p>The council plays an active role in collaborative arrangements to ensure the best return for our citizens and other stakeholders.</p> <p>These arrangements are reviewed regularly to ensure they meet the required needs of the council and where they do not reports are brought to members highlighting various risks and concerns for the decisions to be made on future actions.</p>	None identified

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
<ul style="list-style-type: none"> <li>• A culture that promotes and accepts challenge among partners; and</li> <li>• that the added value of partnership working is explicit</li> </ul>	<p>4.7.1 Staff Council (Consists of: LGS Green Book Negotiating Forum, LSPG (Schools trade union partnership forum), Service Joint Consultative Groups, and the Corporate Health &amp; Safety Trade Union Forum).</p>	<p>All of these groups meet regularly and are an opportunity for two-way information sharing, consultation and where necessary, negotiation. As part of our approach to partnership working, trade unions have representation in other forums; so for example, trade unions sit as an integral part of the Future of Work Team. We are working together with trade unions to implement the new Social Partnership Duty.</p>	<p>None identified</p>
<p>4.8 Engaging stakeholders effectively, including individual citizens and service users - establishing a clear policy on the type of issues that the organisation will meaningfully consult with or involve individual citizens, service users and other stakeholders to ensure that service (or other) provision is</p>	<p>See section 1.3.1 - Integrated Impact Assessment (IIA)</p>		



<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
contributing towards the achievement of intended outcomes			
4.9 Ensuring that communication methods are effective and that members and officers are clear about their roles with regard to community engagement	<p>See section 1.1.1 - <u>Employee Code of Conduct</u></p> <p>See section 1.1.3 - <u>Member Code of Conduct</u> - monitored by the <u>Standards Committee</u></p> <p>See section 4.1.5 - Corporate Communications and Community Relations Strategy 2018/2020</p> <p>See section 4.4.1 – Neath Port Talbot Consultation and Engagement Strategy 2018/2020</p>		
4.10 Encouraging, collecting and evaluating the views and experiences of communities, citizens, service users and organisations of different backgrounds including reference to future needs	<p>See section 4.4.2 – Community of Practice – Involvement and Engagement</p> <p>See section 4.4.3 – <u>Citizens Panel</u></p> <p>See section 4.4.4 – <u>Public Participation Strategy 2023/2027</u></p>		

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
4.11 Implementing effective feedback mechanisms in order to demonstrate how their views have been taken into account	See section 4.4.1 – Neath Port Talbot Consultation and Engagement Strategy 2018/2020  See section 4.4.3 – <u>Citizens Panel</u>		
4.12 Balancing feedback from more active stakeholder groups with other stakeholder groups to ensure inclusivity	4.12.1 Council has a number of duties through the following legislation to ensure inclusivity of feedback from all stakeholder groups: <ul style="list-style-type: none"> <li>• Equality Act 2010</li> <li>• Welsh Language Standards (No.1) Regulations 2015,</li> <li>• Well-being of Future Generations (Wales) Act 2015</li> <li>• Local Government &amp; Elections (Wales) Act 2021</li> <li>• Environment (Wales) Act 2016)</li> </ul>	See section 1.3.1 – Integrated Impact Assessment (IIA)	

<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
4.13 Taking account of the interests of future generations of tax payers and service users	4.13.1 Well-being of Future Generations (Wales) Act 2015.	During 2023/2024 work was initiated to reset the council's Corporate Plan which sets out the council's purpose, vision, values and wellbeing objectives. The Plan was informed by the extensive Lets Keep Talking campaign. The Corporate Plan demonstrates how the council contributes to the economic, social, environmental and cultural wellbeing of Neath Port Talbot and to the seven national wellbeing goals contained in the Wellbeing of Future Generations (Wales) Act 2015. The Plan sets out the council's four well-being objectives and under each one, the vision for 20 years' time and the aims we plan to achieve in the next three years. The Transformation Programme contained within the Corporate Plan, sets out the areas where the council is expecting to make a step change, undertaking actions that are essential to service and financial sustainability, whilst in a number of areas focusing on themes that have been derived from the extensive engagement undertaken over the last three years.	None identified
	4.13.2 The council's four Well-being Objectives and statement are published in the <u>Corporate Plan 2022-2027</u>	Audit Wales has issued certificates confirming that the council has discharged its duties under relevant legislation for both the council's <u>Corporate Plan</u> and <u>Annual Report</u> .	None identified

<b>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvements / action</b>
5.1 Having a clear vision which is an agreed formal statement of the organisation's purpose and intended outcomes containing appropriate performance indicators, which provides the basis for the organisation's overall strategy, planning and other decisions	See section 4.1.3 - The council's vision is set out in the Corporate Plan		
	5.1.1 Corporate Performance Management Framework (CPMF)	<p>During 2023/2024 an interim Corporate Performance Management Framework (CPMF) was in place to demonstrate how the council meets the duties contained within the Local Government &amp; Elections (Wales) Act 2021.</p> <p>These duties include the undertaking of an annual corporate self-assessment and Service Recovery Planning at an accountable manager level.</p> <p>The current CPMF is an "interim" framework as it was acknowledged performance management arrangements required strengthening across the authority at the strategic, service and individual levels. A resetting of the CPMF is underway which will define an improved performance management capability that will enable the council to better demonstrate the delivery of the vision, purpose and priorities set out in the Corporate Plan and to achieve the required savings as part of the council's Medium Term Financial plan (MTFP) in future years.</p>	Reset the council's Corporate Performance Management Framework (CPMF)

<b>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvements / action</b>
5.2 Specifying the intended impact on, or changes for, stakeholders including citizens and service users. It could be immediately or over the course of a year or longer	5.2.1 Commissioning	<p>The council delivers or commissions an enormous range of services and functions that affect the day to day life of everyone who lives in the county borough.</p> <p>Service user questionnaires are undertaken as part of contract monitoring; contracts require processes to be in place to ensure providers actively engage with service users, informing service and feedback on proposed changes. Contract Monitoring Officers review practice, including interviewing service users.</p>	None identified
5.3 Delivering defined outcomes on a sustainable basis within the resources that will be available	See section 4.1.1	We examine the progress made in achieving our well-being objectives set out in the <u>Corporate Plan</u> , including the key performance indicators. On an annual basis progress is summarised in our <u>Annual Report</u> which includes data on key areas of performance.	None identified
5.4 Identifying and managing risks to the achievement of outcomes	5.4.1 <u>Corporate Risk Management Policy</u>	<p>The council's <u>Risk Management Policy</u> was reviewed and approved by Cabinet in 2023.</p> <p>The Strategic Risk Register is reviewed at Corporate Directors Group quarterly and presented to Cabinet and Governance &amp; Audit Committee every six months.</p>	Further strengthen the council's risk management arrangements

<b>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvements / action</b>
	5.4.2 Senior Information Risk Owner (SIRO)	<p>The Chief Digital Officer acts as the Senior Information Risk Owner (SIRO) for the council, with overall responsibility for managing information risk, ensuring that information risks are treated as a priority across all service areas.</p> <p>They support the engagement with teams from across the council, fostering strong working relationships with colleagues and stakeholders, supporting them with the critical consideration of Risk and Information Governance in all aspects of their work.</p> <p>The SIRO reports directly to the Corporate Directors Group and Corporate Governance Group on information security matters.</p>	None identified
5.5 Managing service users' expectations effectively with regard to determining priorities and making the best use of the resources available	5.5.1 Let's Keep Talking Campaign	The priorities that are set out in the revised Corporate Plan for the period 2024/2027 were informed by an extensive engagement exercise "Let's Keep Talking". This was undertaken 29 June to 8 October 2023	None identified
	See section 4.1.3 – <u>Corporate Plan 2022/2027</u>		

<b>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvements / action</b>
5.6 Sustainable economic, social and environmental benefits - considering and balancing the combined economic, social and environmental impact of policies, plans and decisions when taking decisions about service provision	<p>See section 1.3.1 - Integrated Impact Assessment (IIA)</p> <p>See section 4.1.3 - <a href="#">Corporate Plan 2022/2027</a></p>		
5.7 Taking a longer-term view with regard to decision making, taking account of risk and acting transparently where there are potential conflicts between the organisation's intended outcomes and short-term factors such as the political cycle or financial constraints.	5.7.1 <a href="#">Welsh Government Procurement Policy</a>	<p>Complying with the policy, by ensuring that contracts over the value of £1,000,000 include community benefits clauses and contracts split into "Lots" or smaller arrangements – allowing smaller organisations to bid for elements of contracts if they are unable to bid for larger packages.</p> <p>The council has made a commitment to actively examine where it sources its goods and services from to ensure those arrangements are ethical.</p>	None identified
	See section 2.4.1 - <a href="#">Ethical Employment in Supply Chain Policy 2019</a>		

**Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvements / action
<p>5.8 Determining the wider public interest associated with balancing conflicting interests between achieving the various economic, social, and environmental benefits, through consultation where possible, in order to ensure appropriate trade-offs</p>	<p>See section 4.1.3 – <u>Corporate Plan 2022/2027</u></p> <p>See section 4.4.4 – <u>Public Participation Strategy 2023/2027</u></p> <p>See section 4.13.1 – Well-being of Future Generations (Wales) Act 2015</p>		
<p>5.9 Ensuring fair access to services</p>	<p>5.9 <u>Strategic Equality Plan (SEP)</u></p>	<p>Work to review the actions as contained in the Strategic Equalities Plan (SEP) continued into 2023/2024. A number of actions have been identified as being no longer appropriate for inclusion for variety of reasons, including:</p> <ul style="list-style-type: none"> <li>• Now considered ‘business as usual’</li> <li>• Have been completed; and</li> <li>• Circumstances in which they were developed have now changed.</li> </ul> <p>A workshop was held in February 2024 for officers to review and amend existing actions as well as to develop new ones as appropriate. Each Senior Management Team will have the opportunity to agree/further amend the actions as necessary prior to the final draft SEP 2024/2028 being presented to Cabinet at the end of July 2024.</p>	<p>None identified</p>



<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
<p>6.1 Ensuring decision makers receive objective and rigorous analysis of a variety of options indicating how intended outcomes would be achieved and including the risks associated with those options. Therefore ensuring best value is achieved however services are provided</p>	<p>6.1.1 <u>Corporate Self-Assessment</u></p>	<p>The requirement to publish an annual self-assessment is contained within the Local Government and Elections (Wales) Act 2021 and is a corporate, organisational assessment rather than an assessment of individual services.</p> <p>As part of the self-assessment, the council is required to consider the extent to which it is:</p> <ul style="list-style-type: none"> <li>• exercising its functions effectively (how well are we doing?)</li> <li>• using its resources economically, efficiently and effectively (how do we know?)</li> <li>• ensuring its governance is effective for securing the above (what and how can we do better?)</li> </ul> <p>In undertaking this self-assessment process across 7 key areas, in addition to stating what arrangements we have in place to ensure we do the above well, we have also considered how effective those arrangements are by reflecting and scoring ourselves and identifying how these areas can be further improved. These improvement areas are also reflected within this AGS.</p>	<p>Further refine the council's annual self-assessment process.</p>

<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
	See section 1.4.4 - The council's Constitution sets out the different responsibilities of Members and Officers. Clear job descriptions for all staff highlight roles and responsibilities.	<p>The Monitoring Officer oversees the council's Constitution and ensure it is kept up to date.</p> <p>The report guidance for both Executive and Non-Executive reports requires report authors to describe all options that have been considered, not just any preferred option.</p>	None identified
6.2 Considering feedback from citizens and service users when making decisions about service improvements or where services are no longer required in order to prioritise competing demands within limited resources available including people, skills, land and assets and bearing in mind future impacts	<p>See section 1.3.1. – Integrated Impact Assessment (IIA)</p> <p>See section 4.1.5 – Corporate Communications and Community Relations Strategy 2018/2020</p> <p>See section 4.4.4 – <u>Public Participation Strategy 2023/2027</u></p> <p>See section 4.4.2 – Community of Practice – Involvement and Engagement</p> <p>See section 4.4.3 – <u>Citizens Panel</u></p> <p>The Monitoring Officer oversees the council's Constitution and ensure it is kept up to date.</p> <p>The report guidance for both Executive and Non-Executive reports requires report authors to describe all options that have been considered, not just any preferred option.</p>		None identified

<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
6.3 Planning Interventions - establishing and implementing robust planning and control cycles that cover strategic and operational plans, priorities and targets		See section 5.1.1 Corporate Performance Management Framework (CPMF)	
6.4 Engaging with internal and external stakeholders in determining how services and other courses of action should be planned and delivered		See section 1.3.1. – Integrated Impact Assessment (IIA) See section 4.1.5 – Corporate Communications and Community Relations Strategy 2018/2020 See section 4.4.4 – <u>Public Participation Strategy 2023/2027</u> See section 4.4.2 – Community of Practice – Involvement and Engagement See section 4.4.3 – <u>Citizens Panel</u>	
6.5 Considering and monitoring risks facing each partner when working collaboratively including shared risks		See section 2.4.2 - Continue to participate in a number of partnership See section 5.4.1 - <u>Corporate Risk Management Policy</u>	

<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
6.6 Ensuring arrangements are flexible and agile so that the mechanisms for delivering outputs can be adapted to changing circumstances		See section 4.13.1 - Well-being of Future Generations Act (Wales) 2015	
6.7 Establishing appropriate local performance indicators (as well as relevant statutory or other national performance indicators) as part of the planning process in order to identify how the performance of services and projects is to be measured		See section 5.1.1 - Corporate Performance Management Framework	
6.8 Ensuring capacity exists to generate the information required to review service quality regularly		See section 5.1.1 - Corporate Performance Management Framework	

<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
6.9 Preparing budgets in accordance with organisational objectives, strategies and the medium-term financial plan	6.9.1 <u>Budget</u> setting process	On 7th March 2024, Council approved the 2024/2025 budget following stakeholder consultation. The requirement to set a balanced budget was met.	Further development of a medium term financial strategy.
6.10 Informing medium and long-term planning by drawing up realistic estimates of revenue and capital expenditure aimed at developing a sustainable funding strategy	See section 6.9.1 Budget setting process		
6.11 Optimising achievement of intended outcomes - ensuring the medium term financial strategy integrates and balances service priorities, affordability and other resource constraints	See section 6.9.1 Budget setting process		

<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
6.12 Ensuring the budgeting process is all-inclusive, taking into account the full cost of operations over the medium and longer term	See section 6.9.1 Budget setting process		
6.13 Ensuring the medium-term financial strategy sets the context for ongoing decisions on significant delivery issues or responses to changes in the external environment that may arise during the budgetary period in order for outcomes to be achieved while optimising resource usage	See section 6.9.1 Budget setting process		

<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>			
<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement / action</b>
6.14 Ensuring the achievement of 'social value' through service planning and commissioning. The Public Services (Social Value) Act 2012 states that this is "the additional benefit to the community....over and above the direct purchasing of goods, services and outcomes"			<p>See section 2.4.1 - <u><a href="#">Ethical Employment in Supply Chain Policy 2019</a></u></p> <p>An updated Procurement Strategy to ensure socially responsible procurement has been developed and will be presented to elected members in summer 2024.</p>

**Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
7.1 Developing the entity's capacity - reviewing operations, performance and use of assets on a regular basis to ensure their continuing effectiveness	See section 1.2.2 - The purpose, vision and values of the council are contained within the Corporate Plan 2022 – 2027, along with key objectives and priority actions for the next twelve months. The Strategic Workforce Plan, <u>The Future of Work Strategy 2022/2027</u> is aligned to the Corporate Plan.	<p>The Strategic Workforce Plan identifies the key challenges and priorities for our employees over the next 3 year period, as set out in the Corporate Plan objectives and priorities, Medium Term Financial Plan, Digital Strategy and the Risk Register.</p> <p>The 12 month Delivery Plan appended to the strategy sets out how the council will address these challenges, and to ensure that the council has the right number of people, with the right skills and attitudes, in the right place, at the right time, and in order to deliver its services and functions. The Delivery Plan will be reviewed every 12 months.</p>	None identified
7.2 Improving resource use through appropriate application of techniques such as benchmarking and other options in order to determine how the authority's resources are allocated so that outcomes are achieved effectively and efficiently	7.2.1 There are a number of examples of research and benchmarking exercises undertaken across the council:	The Corporate Policy Team are members of Data Cymru's Corporate Performance Data network (CPDn). Its purpose is to inform and support the development of the self-assessment performance dataset (SAPD). The current SAPD holds data across range of services/themes and can be used to compare against other authorities. The link to this data has been shared with strategic officers, all service mangers and performance leads.	None identified



**Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
		<p>A number of services benchmark via APSE (Association for Public Service Excellence). A number of service areas also benchmark data with other services from other local authorities via benchmarking groups/networks/data platforms, some of which are provided by Data Cymru, Welsh Government and Welsh Local Government Association (WLGA).</p> <p>Examples of benchmarking groups include:</p> <ul style="list-style-type: none"> <li>• The council's Electoral Services officers participate in the Association of Electoral Administrators network to benchmark electoral administration.</li> <li>• Participation by officers and members in networks facilitated by the WLGA to benchmark and research out best practice across Democratic Services functions in other councils</li> <li>• Wales waste data flow for fly tipping;</li> <li>• County Surveyor Society Wales benchmarking;</li> <li>• Road Safety Benchmarking;</li> <li>• Workforce planning benchmarking;</li> </ul> <p>Services also use other platforms for benchmarking data such as Welsh Government</p>	

**Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement /action</b>
		<p>STATS Wales's website and other platforms provided by Data Cymru.</p> <p>From April 2022, where benchmarking data is available, all services were required to use benchmarking data to inform their self-assessment of performance when they complete their Service Recovery Plans. All services through self-assessment will also have to demonstrate if they are achieving their intended outcomes and delivering value for money. The Service Recovery Plan process helps services reflect on and challenge what they do to help them continuously improve. Benchmarking arrangements within Service Recovery Plan guidance has been further strengthened from April 2023, a link has also been made within the guidance to the SAPD referred to above.</p> <p>Benchmarking data (where available) is included in performance reports provided to members as part of our performance scrutiny arrangements.</p>	
	See section 6.1.1 - Corporate Self-Assessment		

**Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
7.3 Recognising the benefits of partnerships and collaborative working where added value can be achieved	See section 2.4.2 - See section 2.4.2 - Continue to participate in a number of partnership		
7.4 Developing and maintaining an effective workforce plan to enhance the strategic allocation of resources	7.4.1 Social Care Wales Workforce Development Partnership (SCWWDP)	The broad aim of the SCWWDP is to ensure partnership working to support social care staff across all organisations, support the ambition of the health and social care workforce strategy and build a digitally ready workforce. In addition, deliver excellent education and learning, provide qualifying and post qualifying social work training and shape and supply the workforce.	None identified
	See section 7.1 <u>Future of Work Strategy 2022-2027</u>		

**Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
7.5 Developing the capability of the entity's leadership and other individuals - developing protocols to ensure that elected and appointed leaders negotiate with each other regarding their respective roles early on in the relationship and that a shared understanding of roles and objectives is maintained	See section 1.4.4 - The Constitution (different responsibilities of Members and Officers / clear job descriptions for all staff).		
7.6 Publishing a statement that specifies the types of decisions that are delegated and those reserved for the collective decision making of the governing body	7.6.1 List of officer delegation	<p>The Constitution requires the Head of Legal &amp; Democratic Services to keep a list of all officer delegations made in accordance with the Constitution.</p> <p>The work to review all proposals and to keep a central electronic list of delegations is ongoing. Work with individual directorates to gather evidence of delegations is continuing with the aim of a report to Corporate Governance Group on methods of record keeping.</p>	None identified
7.7 Ensuring the leader and the chief executive have clearly defined and distinctive leadership roles within a structure, whereby the chief executive leads the authority in implementing strategy and managing the delivery of	7.7.1 Cross party panel	The panel which is made up elected Members (and chaired by the Leader) undertakes the Chief Executive's appraisal and agrees the objectives for year ahead and personal learning.	None identified

**Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

<b>Behaviours and actions that demonstrate good governance in practice</b>	<b>Evidence of key systems, documents and processes</b>	<b>Assurance of arrangements in place</b>	<b>Suggested improvement /action</b>
services and other outputs set by members and each provides a check and a balance for each other's authority.	See section 1.4.4 - The Constitution sets out the different responsibilities of Members and Officers. Clear job descriptions for all staff highlight roles and responsibilities.		
<p>7.8 Developing the capabilities of members and senior management to achieve effective shared leadership and to enable the organisation to respond successfully to changing legal policy demands as well as economic, political and environmental changes and risks by:</p> <ul style="list-style-type: none"> <li>• Ensuring members and staff have access to appropriate induction tailored to their role and that ongoing training and development matching individual and organisational requirements is available and encouraged</li> <li>• Ensuring members and officers have the appropriate skills, knowledge, resources and support to fulfil their roles and responsibilities and ensuring that they are able to update their knowledge on a continuing basis</li> </ul>	7.8.1 Member support and development.	<p>The Local Government Elections took place in May 2022 and the main focus for the first two years was their induction. Members were invited to undertake the following sessions as part of their induction:</p> <ul style="list-style-type: none"> <li>• Introduction to the Council, its role, Corporate Governance, Corporate Plan, Wellbeing Goals</li> <li>• Code of Conduct and Ethics (including civility and respect)</li> <li>• Health and Safety</li> <li>• Replacement Local Development Plan</li> <li>• Service Area Introductions</li> <li>• Community Leadership and Casework</li> <li>• Budget and Financial Management</li> <li>• Treasury Management</li> <li>• Committee Procedures and the role of Scrutiny and how to be an effective Scrutiny Member</li> <li>• Equalities, Diversity and the Socio-Economic Duty</li> <li>• Safe Data Management and GDPR</li> <li>• Freedom of Information (FOIs)</li> <li>• Welsh Language</li> </ul>	None identified

**Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
<ul style="list-style-type: none"> <li>Ensuring personal, organisation and system-wide development through shared learning, including lessons learnt from both internal and external governance weaknesses</li> </ul>		<ul style="list-style-type: none"> <li>Corporate Parenting</li> <li>Social Media</li> <li>Safeguarding</li> <li>Housing</li> <li>Violence against Women, Domestic Violence and sexual violence</li> <li>Member Officer Relations</li> <li>Women's Rights/Gender Equality</li> <li>Public Speaking and Working with the Media (Cabinet Members only)</li> <li>The role of members in relation to the Wellbeing of Future Generations Act. To include sustainable development.</li> <li>The role of members in relation to the Social Services and Well-Being (Wales) Act</li> <li>Climate Change, mitigation and decarbonisation</li> </ul> <p>Members undertook committee specific training during 2023/2024 depending on their committee allocations, with particular mandatory training for members of the Licensing, Planning, Governance and Audit, Standards and other regulatory committees. Chairs and Members of Scrutiny also undertook targeted training by external providers.</p>	

**Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
		<p>Member Seminars were also presented on the following topics:</p> <ul style="list-style-type: none"> <li>• Liberty Protection Safeguards (LPS)</li> <li>• EFC Carers Induction</li> <li>• RLDP</li> <li>• Emergency Preparedness for Elected Members</li> <li>• Introduction Voter ID and other election act reforms</li> <li>• Code of Conduct Refresher Training and Council Procedure Rules</li> <li>• Corporate Joint Committee</li> <li>• Vapes and the Law</li> <li>• Culture, Destination and Built Heritage Strategies</li> <li>• 'Same Resident' – Police and Community Safety</li> <li>• State of Nature Report from the Local Nature Partnership</li> <li>• Budget</li> <li>• Single Transferable Vote</li> <li>• Audit Wales Scrutiny Review</li> <li>• Cyber Ninjas</li> <li>• Curriculum for Wales</li> <li>• Local Development Plan and Housing Strategy</li> <li>• What is SAB?</li> </ul>	

**Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
		<ul style="list-style-type: none"> <li>• Cost of Living Crisis</li> <li>• Digital, Data and Technology Strategy</li> <li>• RLDP</li> </ul>	
	7.8.2 Reviewing individual member performance	This is done on a regular basis taking account of their attendance and considering any training or development needs.	None identified
	7.8.3 Officer support and development	The training available for officers is reviewed and updated on an ongoing basis to ensure they can fulfil their roles and responsibilities.	None identified
	7.8.4 Reviewing individual officer performance: See section 1.1.4 - An <u>induction programme for Members</u> See section 1.1.5 - Staff: the Induction Checklist, (which contains information about the expected standards) See section 1.1.6 - Performance Appraisal Process See section 1.2.2 - The vision and priorities for staff		
7.9 Ensuring that there are structures in place to encourage public participation	See section 4.4.4 – <a href="#">Public Participation Strategy 2023/2027</a>		



**Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
7.10 Taking steps to consider the leadership's own effectiveness and ensuring leaders are open to constructive feedback from peer review and inspections	7.10.1 External regulator inspections	<p>Reports and reviews undertaken by Audit Wales including the Annual Report and Assurance Risk Assessment reference the council's leadership approach and provide improvement recommendations where necessary.</p> <p>Both Estyn and Care Inspectorate Wales have a programme of inspections based on their annual performance evaluation.</p> <p>The Local Government &amp; Elections (Wales) Act 2021 also contains a requirement for Panel Assessments (Peer reviews) to be undertaken once every electoral (ordinary) cycle.</p> <p>Ombudsman for Wales undertakes regular 'own initiative' pieces of work which investigate service provision linked to particular areas across the public sector.</p>	None identified
	7.10.2 Internal Process	The Strategic Workforce Plan, The Future of Work Strategy 2022/2027 sets out actions for the development of leadership and management across the council.	None identified
	See section 6.1.1 - Self-Assessment		

**Principle E: Developing the entity's capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
7.11 Holding staff to account through regular performance reviews which take account of training or development needs	See section 1.1.6 - <u>Performance Appraisal Process</u>	The majority of employees within the council have regular 1:1s or supervision sessions with their manager to address their performance and to discuss training and development needs.	None identified
7.12 Ensuring arrangements are in place to maintain the health and wellbeing of the workforce and support individuals in maintaining their own physical and mental wellbeing	<p>See section 1.2.2 - <u>The Future of Work Strategy - Strategic Workforce Plan 2022-2027</u></p> <p>Maximising Attendance at Work Procedure</p> <p>Health and Safety</p>	<p>The council has signed the Time to Change Wales Employer Pledge. We have in place an action plan which contains initiatives to support employees across the council with mental ill health. Progress on the action plan is reported annually to Personnel Committee.</p> <p>As part of the Future of Work Strategy we have set out an intention to develop a Health and Wellbeing Strategy. The council has a dedicated Occupational Health &amp; Safety &amp; Well-being Team providing advice, support and expertise in relation to the health, safety and well-being of our employees.</p> <p>The council has a number of policies and procedures to support the health and well-being of employees, including the Maximising Attendance at Work Procedure and the Rehabilitation Procedure, as well as a suite of Health and Safety at procedures all aiming to protect the health and safety of people in our workplaces. In 2024 the council adopted an Employee Assistance</p>	None identified

**Principle E: Developing the entity’s capacity, including the capability of its leadership and the individuals within it**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement /action
		Programme delivered by Vivup, and offers a financial well-being platform accessible to all employees, both actions supporting employee mental health and well-being.	

**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
8.1 Managing risk - recognising that risk management is an integral part of all activities and must be considered in all aspects of decision making	See section 5.4.1 – <u>Corporate Risk Management Policy</u>		
8.2 Implementing robust and integrated risk management arrangements and ensuring that they are working effectively			
8.3 Ensuring that responsibilities for managing individual risks are clearly allocated			

**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>8.4 Managing Performance - monitoring service delivery effectively including planning, specification, execution and independent post-implementation review</p>	<p>8.4.1 Corporate Performance Management Framework</p> <p>Our interim CPMF outlines our current evaluation, planning, risk and performance measurement arrangements at corporate, service and individual level. These arrangements are currently being reviewed.</p> <p>See section 5.1.1 - Corporate Performance and Risk Management system (CPMS)</p> <p>We have a range of performance indicators that enable the council to measure performance of services. To support the delivery of the framework, there is a corporate performance management team as well as directorate performance management teams.</p>		
<p>8.5 Making decisions based on relevant, clear, objective analysis and advice pointing out the implications and risks inherent in the organisation's financial, social and environmental position and outlook</p>	<p>See section 1.4.4 - The council's Constitution</p> <p>The Constitution sets out how the council operates and the process for policy and decision-making. Within this framework all the decisions are taken by Council, Cabinet or Cabinet Boards. The decisions are presented in a comprehensive written format in a standard template. The Cabinet Scrutiny Committee considers any decisions directly before the Cabinet meets. This is referred to as contemporaneous scrutiny. A record of decision-making and supporting materials are published (publically accessible reports only) on the council's website via Modern.gov.</p>		

**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>8.6 Ensuring an effective scrutiny or oversight function is in place which encourages constructive challenge and debate on policies and objectives before, during and after decisions are made, thereby enhancing the organisation's performance and that of any organisation for which it is responsible</p>	<p>8.6.1 Scrutiny Committees</p>	<p>The role and responsibility for scrutiny has been established and is clear. Annual forward work programme sessions are arranged to identify items for the committees to focus on in the new civic year.</p> <p>Throughout the year scrutiny Members also undertake specific training to enhance their skills (e.g. Chair and Vice Chair training).</p> <p>During summer 2023, Audit Wales were asked to carry out a review of the scrutiny arrangements at Neath Port Talbot CBC. The results of this review were produced in a report published in October 2023.</p> <p>Having considered the conclusions of the review undertaken by Audit Wales, the Chairs and Vice Chairs of the council's scrutiny committees formed a Task &amp; Finish Group to consider how the audit findings could be responded to. All members were invited to attend contribute to the task and finish group work, The work undertaken has included research into other models of scrutiny practiced across Wales.</p>	<p>None identified</p>

**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
		<p>From the research undertaken, members of the Task &amp; Finish group identified several themes which they considered important and were keen to see reflected in any amended model of scrutiny that they were going to bring forward. These themes included:</p> <ul style="list-style-type: none"> <li>• Cabinet Members to be held to account;</li> <li>• Public engagement being very important;</li> <li>• Members need to have option to be involved in decisions at an earlier stage;</li> <li>• There process needs to be more accessible and transparent so it is clear to the public what is going to be scrutinised;</li> <li>• The council need to consider a system which operates consistently both pre and post decision scrutiny; and</li> <li>• Ongoing performance monitoring is very important</li> </ul>	

**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
		From these themes members were able to set out a model which took into consideration the aspects of scrutiny that members felt took priority, whilst also being sympathetic to the requirement to not lose the role of scrutiny in putting a proposal forward.	
8.7 Providing members and senior management with regular reports on service delivery plans and on progress towards outcome achievement	See section 4.1.4 <u>Council Meeting Cycle</u>  The cycle of meetings sets out a calendar of dates for submitting, publishing and distributing timely performance reports.		
8.8 Ensuring there is consistency between specification stages (such as budgets) and post-implementation reporting (e.g. financial statements)	8.8.1 Financial standards, guidance and regulations	The Director of Finance is responsible for ensuring there are proper arrangements in place for the administration of the financial affairs of the council. Corporate Directors are responsible for the financial management of their respective services and are supported by regular financial management information, which includes monthly financial monitoring reports.	None identified
8.9 Robust internal control - aligning the risk management strategy and policies on internal control with achieving objectives	See section 5.4.1 - <u>Corporate Risk Management Policy</u>		

**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
8.10 Evaluating and monitoring risk management and internal control on a regular basis	See section 5.4.1 - <u>Corporate Risk Management Policy</u>		
8.11 Ensuring effective counter fraud and anti-corruption arrangements are in place	See section 1.4.1 - The Anti-fraud, Corruption and Malpractice Strategy		
8.12 Ensuring additional assurance on the overall adequacy and effectiveness of the framework of governance, risk management and control is provided by the internal auditor	8.12.1 Annual Governance Statement	The Annual Governance Statement reports on the extent of the council's compliance with its principles and practices of good governance, including how the council has monitored the effectiveness of its governance arrangements in the year. The Annual Governance Statement is reviewed every year and updated to reflect the improvement work undertaken during the year.	None identified
	See section 9.9.1 - Internal audit service		



**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>8.13 Ensuring an audit committee or equivalent group or function which is independent of the executive and accountable to the governing body: provides a further source of effective assurance regarding arrangements for managing risk and maintaining an effective control environment and that its recommendations are listened to and acted upon</p>	<p>8.13.1 Governance and Audit Committee (Terms of reference, Membership and Training)</p>	<p>Governance and Audit Committee complies with best practice (Audit Committees: Practical Guidance for Local Authorities and Police (CIPFA 2022) and the Public Sector Internal Audit Standards.</p>	<p>None identified</p>
<p>8.14 Managing Data - ensuring effective arrangements are in place for the safe collection, storage, use and sharing of data, including processes to safeguard personal data</p>	<p>8.14.1: Data management framework and procedures / data protection officer / policies and procedures</p>	<p>The Information Governance (IG) Team provide support to the Information Asset Owners who have local responsibility for Information Management in their area.</p> <p>The team develop, implement and maintain information management and information security policies and guidance. Providing operational support, training, expert advice, guidance on these areas.</p> <p>The Information Governance team provide additional assurance through the undertaking of information governance and information security audits and information risk assessments with Information Asset Managers and key stakeholders.</p>	<p>A review of Data Processing, Data Protection and Data Sharing work to be undertaken by the Information Governance team.</p>

**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
		<p>A number of actions have been completed as part of the information governance work including registers of the relevant agreements and assessments, with procedures to identify new processing and sharing.</p> <p>Assurance is in place through information audits and the Information Asset Audit for the Information Asset Register.</p> <p>The Information Governance Strategy Group provides overview and scrutiny of IG arrangements. Making recommendations to both the Head of Legal &amp; Democratic Services as the council's Data Protection Officer (DPO) with responsibility for ensuring compliance with the Data Protection Act 2018 and the Chief Digital Officer as the council's Senior Information Risk Owner with responsibility for information risk and security.</p> <p>The DPO and SIRO report directly to the Corporate Governance Group on</p>	

**Principle F: Managing risks and performance through robust internal control and strong public financial management**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
		information governance and security matters.	
8.15 Ensuring effective arrangements are in place and operating effectively when sharing data with other bodies	See section 8.14.1 - Data management framework and procedures / data protection officer / policies and procedures		
8.16 Reviewing and auditing regularly the quality and accuracy of data used in decision making and performance monitoring	See section 9.9.1 - Internal audit service		
8.17 Strong public financial management - ensuring financial management supports both long-term achievement of outcomes and short-term financial and operational performance	See section 3.2.1 – Financial Management Arrangements  The CIPFA Financial Management Code 2019 (FM Code) was introduced during 2020/2021, to improve the financial resilience of organisations by embedding enhanced standards of financial management.		
8.18 Ensuring well-developed financial management is integrated at all levels of planning and control, including management of financial risks and controls	See section 3.2.1 - Financial Management Arrangements		

**Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
9.1 Implementing good practice in transparency - writing and communicating reports for the public and other stakeholders in an understandable style appropriate to the intended audience and ensuring that they are easy to access and interrogate	See section 4.3.1 - Modern.gov system		
9.2 Striking a balance between providing the right amount of information to satisfy transparency demands and enhance public scrutiny while not being too onerous to provide and for users to understand	See section 4.1.1 - The council produces a number of annual reports throughout the year to give assurances to our governance arrangements.		
9.3 Implementing good practices in reporting - reporting at least annually on performance, value for money and the stewardship of its resources			
9.4 Ensuring members and senior management own the results	See section 1.4.4 - The <u>Constitution</u>		

**Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
<p>9.5 Ensuring robust arrangements for assessing the extent to which the principles contained in the framework have been applied and publishing the results on this assessment including an action plan for improvement and evidence to demonstrate good governance (annual governance statement)</p>	<p>9.5.1 Corporate Governance Group</p>	<p>The role of the Corporate Governance Group is to:</p> <ul style="list-style-type: none"> <li>• Review the adequacy of the council’s corporate governance arrangements and ensure that an appropriate governance framework operates.</li> <li>• Provide recommendations for improvements in corporate governance practices to enhance the council’s performance, encourage innovation and maintain public trust.</li> </ul> <p>During 2023/2024 the Corporate Governance Group developed a Code of Corporate Governance which sets out the council’s approach to achieving and maintain good corporate governance.</p>	<p>Develop an assurance framework to monitor and review the council’s key systems, documents and processes as set out in the Code of Corporate Governance.</p>
<p>9.6 Ensuring that the Framework is applied to jointly managed or shared service organisations as appropriate</p>	<p>See section 8.12.1 - Annual Governance Statement</p>		
<p>9.7 Ensuring the performance information that accompanies the financial statement is prepared on a consistent and timely basis and the statements allow for comparison with other similar organisations</p>	<p>See section 8.12.1 - Annual Governance Statement</p>		

**Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
9.8 Assurance and effective accountability - ensuring that recommendations for corrective action made by external audit are acted upon	9.8.1 - <u>External audit / regulatory reports</u>		
9.9 Ensuring an effective internal audit service with direct access to members is in place which provides assurance with regard to governance arrangements and recommendations are acted upon	9.9.1 Internal audit service	<p>The annual Internal Audit Plan was approved by the Governance &amp; Audit Committee on 17<sup>th</sup> March 2023.</p> <p>Members approved the revised Internal Audit Charter in September 2022.</p> <p>The Governance &amp; Audit Committee received quarterly updates of progress against the Internal Audit Plan and details of any factors affecting achievement of the plan. Members were provided with the assurance rating of each completed audit.</p> <p>All recommendations made by auditors were accepted by the service managers and implementation will be confirmed during the post audit review process.</p> <p>Compliance with CIPFA's Statement on the Role of the Head of internal Audit (2019).</p>	None identified

**Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability**

Behaviours and actions that demonstrate good governance in practice	Evidence of key systems, documents and processes	Assurance of arrangements in place	Suggested improvement / action
		Compliance with Public Sector Internal Audit Standards.	
9.10 Welcoming peer challenge, reviews and inspections from regulatory bodies and implementing recommendations	See section 9.8.1 – External and regulatory reports		
9.11 Gaining assurance on risks associated with delivering services through third parties and that this is evidenced in the annual governance statement	See section 8.12.1 - Annual Governance Statement		
9.12 Ensuring that when working in partnership, arrangements for accountability are clear and that the need for wider public accountability has been recognised and met	See section 2.4.2 - Governance arrangements are in place for each partnership we are involved in.		

## Review of Effectiveness

The council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the Chief Officers and the Internal Audit Service who have responsibility for the development and maintenance of the governance environment and also by comments made by the external auditors and other review agencies and inspectorates. A Corporate Governance Group, reporting to the Corporate Directors Group ensures that improvement work is scheduled, resourced and monitored. The council uses a number of ways to review and assess the effectiveness of its governance arrangements, the table below highlights the different mechanisms during 2023/2024:

Governance Arrangements	Update for 2023/2024
<p><b>Constitution Review &amp; Monitoring</b></p>	<p>The Constitution is reviewed on a regular basis to ensure it is up to date and amendments taken through the decision making process as and when required.</p> <p>Amendments took place in summer 2023 to reflect decision making structures within the council and the changes proposed by the new administration.</p> <p>Reports are taken as and when necessary to ensure the Constitution is up to date and Democratic Services Committee have been tasked to work with the Monitoring Officer to review arrangements as and when necessary.</p> <p>Formal reports by s151 or Monitoring Officer – no reports were issued by the s151 or Monitoring Officer in 2023/2024.</p>
<p><b>Internal Audit Service</b></p>	<p>The focus of Internal Audit work in 2023/24 was on auditing areas considered to be a high / medium risk. Overall 81% of the plan was achieved.</p> <p>60% high risk audits were completed and 100% medium to low risk audits were completed. The remaining high risk audits were carried for completion in the early part of 2024/25.</p> <p>The Head of Internal Audit's opinion is that the council's internal control environment and systems of internal control in the areas audited are satisfactory and reasonable assurance can be given that</p>



	<p>there have been no major weaknesses noted in relation to the internal control systems operating within the authority.</p>
<p><b>Governance &amp; Audit Committee</b></p>	<p>Approved the council's Internal Audit Plan on 17<sup>th</sup> March 2023.</p> <p>Monitored Internal Audit performance against the plan.</p> <p>Monitored External Audit Performance and received update reports from Audit Wales.</p> <p>The Committee received Treasury Management Progress Reports in order to fulfill their obligations in relation to the Scrutiny of Treasury Management activity.</p>
<p><b>Standards Committee</b></p>	<p>On signing their Declaration of Acceptance of Office, Members are required to give an undertaking to abide by the Members' Code of Conduct.</p> <p>A detailed member induction programme took place following local government elections in May 2022. This included specified training relating to the member code of conduct, social media issues, gifts and hospitality and officer/member protocols. Refresher training takes place on an annual basis to enhance member's compliance with the Members Code of Conduct and to ensure members are aware of the responsibility to act ethically and with integrity throughout the year, with advice provided on a variety of matters throughout year on interests and predetermination matters.</p> <p>The Local Government and Elections (Wales) Act 2021 provided an additional duty on group leaders to ensure members within their political group also comply with the Members Code of Conduct and ongoing support will be provided on this function via the Standards Committee.</p> <p>The Standards Committee were pleased to note the approach that Group Leaders take in promoting standards and the personal commitment they have to encourage members within their groups to embed ethical processes in their day to day activities. Of interest particularly to the Standards Committee was how Group Leaders deal with the "thick skin" ideology that the Public Service Ombudsman and other regulatory bodies adopt and the views that all Group Leaders have that often this is an inappropriate test and it is not something that any elected member should have to have if they face abuse from members of the public, particularly in a social media setting.</p>

	<p>The Standards Committee are required to conduct an assessment of how political group leaders have complied with their new duty to promote high standards of conduct and the Standards Committee are able to confirm that throughout 2023/2024, Group Leaders have discharged their duty, in the views of the Standards Committee, and that there were no ethical concerns arising.</p> <p>The Standards Committee prepared their Annual Report in April 2024 for the work of the previous finance year.</p>
<p><b>External Auditors</b></p>	<p>In the Audit Wales Annual Audit Summary 2023, which detailed the work completed since the council's last Annual Audit Summary, the Auditor General provided an unqualified true and fair opinion on the council's financial statements on 14<sup>th</sup> November 2023, in line with the statutory deadline.</p> <p>The Auditor General also certified that the council has met its legal duties for improvement planning and reporting, and believes that it is likely to meet the requirements of the Local Government (Wales) Measure 2009 and Local Government &amp; Elections Act (Wales) 2021 during 2022/2023.</p>

**Table 1 – Governance Improvement Action Plan - 2023/2024**

Ref (action)	Improvement Action to be undertaken during 2023/2024	Responsible Officer	Progress During 2023/2024
<b>Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law</b>			
1.1.3	<ul style="list-style-type: none"> <li>I. All members ensure they attend annual refreshers in respect of the Members Code of Conduct undertaken by the Monitoring Officer;</li> <li>II. All Group Leaders make Standards and Ethics a standing item on their political group meeting agendas;</li> <li>III. All members ensure they are completing their declarations of gifts and hospitality, including where such gifts and hospitality are declined;</li> <li>IV. Group Leaders consider bi-annual meetings with the Monitoring Officer to discuss standards and ethics and how they can work together to promote standards within their political groups;</li> <li>V. Steps be taken to promote the Member Officer Protocol to all elected members and officers of the Council, with training provided as appropriate;</li> <li>VI. A series of guidance documents to be circulated to all members in respect of key conduct matters such as declarations of interest, predetermination, conduct case studies and key information for members.</li> </ul>	<p>Head of Legal &amp; Democratic Services</p>	<p>All 60 members of Council have received code of conduct training on commencement of their role in 2022. Two refresher sessions were held in 2023/2024, with approximately 72% of members attending the refresher session provided. Further refresher sessions will continue to be provided.</p> <p>As per a request of the Standards Committee, all Group Leaders have been requested to make standards a standard item on their agenda and confirmation has been received that this is the case.</p> <p>Meetings are held on a regular basis with Group Leaders, over and above the target of bi-annual meetings.</p> <p>The Member/Officer Protocol has been considered by the Standards Committee and copies provided to elected members. Key principles associated with the protocol are now incorporated as standard in code of conduct training.</p>

Ref (action)	Improvement Action to be undertaken during 2023/2024	Responsible Officer	Progress During 2023/2024
			Guidance documents in respect of declaration of interests, predetermination, social media and other matters have been forwarded to elected members when created.
1.3.4	Continue with future training of officer groups in the significance of the member and officer relations protocol.	Head of Legal & Democratic Services	Training has been rolled out throughout the council and in 2023/2024 four sessions were held for officers. The training has also now been incorporated into the corporate training programme for new Accountable Managers and sessions provided as part of training provided in that forum.
2.1.1	Corporate Procurement to monitor and evaluate compliance looking at what approach sections adopt. Head of Legal & Democratic Services to report annually to the Corporate Governance Group.	Head of Legal & Democratic Services	A detailed review of procurement practices has been undertaken throughout 2023/2024 to help frame the preparation of the Neath Port Talbot Procurement Strategy. As part of this an analysis of strengths and weaknesses and corporate priorities have been undertaken to help identify strategic objectives and the development of a delivery plan to achieve the same.
<b>Principle B: Ensuring openness and comprehensive stakeholder engagement</b>			
4.4.3	Review the Citizens' Panel and further develop in line with the action plan in the Public Participation Strategy	Strategic Manager - Policy & Executive Support	Following a recent recruitment drive, there are over 700 members on the Panel. Officers will analyse the data to

Ref (action)	Improvement Action to be undertaken during 2023/2024	Responsible Officer	Progress During 2023/2024
			establish how closely it matches the make-up of residents in Neath Port Talbot from the 2021 Census (specifically in relation to geographical location, age, gender, disability, Welsh language, and ethnicity). Targeted recruitment will take place during 2024/2025 for groups that are under-represented in line with the action plan in the Public Participation Strategy.
4.6.1	Commence the review of the Partnership Agreement (Compact) between the council and the voluntary sector (to be completed by September 2024)	Strategic Manager - Policy & Executive Support	The review of the Partnership Agreement commenced in 2023/2024 and will be concluded in the autumn 2024. The review has been undertaken jointly between the council and the community and voluntary sector which has included workshops and a consultation exercise to inform the final document.
4.6.3	Commence the review of the Charter between the council and Town and Community Councils (to be completed by September 2024)	Strategic Manager - Policy & Executive Support	At the meeting of the Town & Community Council Liaison Forum on 4 <sup>th</sup> December 2023 it was agreed for volunteers to join a working group to tease out common areas of interest for the Forum to focus on going forward. Two representatives came forward to take part in a discussion on 29 <sup>th</sup> January 2024. The output of that discussion was to be presented to the meeting of the Forum on 27 <sup>th</sup> February but was unfortunately cancelled. For the 2024/2025 Civic year, two meetings of the Liaison Forum have been scheduled.

Ref (action)	Improvement Action to be undertaken during 2023/2024	Responsible Officer	Progress During 2023/2024
<b>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</b>			
5.1.1	Review business planning and performance management arrangements across the council	Strategic Manager - Policy & Executive Support	<p>The review of the council's Corporate Performance Management Framework is now underway.</p> <p>This has been delayed due to the resetting of the council's Corporate Plan for the period 2024/2027 which has included the development of 9 transformation programmes and the introduction of service delivery plans at head of service level. In addition, the new model of scrutiny is bedding in. These are all key factors in the council's Corporate Performance Management Framework so it was deemed timely to commence the review in early 2024 to ensure the revised Framework reflected the above developments / changes.</p> <p>The review will be completed mid July 2024 with the revised framework implemented in readiness for quarter 2 reporting (April – Sept 2024).</p>
5.4.1	Ensure all strategic risk are embedded and further refine Directorate (operational) Risk Registers	Director of Finance / Strategic Manager - Policy & Executive Support	The Strategic Risk Register has been reviewed by Corporate Directors Group and presented to both Cabinet and Governance & Audit Committee. The Directorate Registers have been further

Ref (action)	Improvement Action to be undertaken during 2023/2024	Responsible Officer	Progress During 2023/2024
			refined and are being monitored by Senior Management Teams.
5.5.1	Revisit the Let's Talk campaign during 2023/2024 to inform priorities for 2024/2025.	Strategic Manager - Policy & Executive Support	The Let's Keep Talking campaign was launched at the end of June 2023 and ran until 8 <sup>th</sup> October. The output has informed the council's updated Corporate Plan for the period 2024/2027.
<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>			
6.1.1	Further refine the council's annual self-assessment process.	Strategic Manager - Policy & Executive Support	Due to other priorities and capacity this improvement work will now be undertaken during 2024/2025.
6.9.1	Further development of a medium term financial strategy.	Director of Finance	Work has progress on development of a MTFP however further work is required to develop proposals to ensure the council has a sustainable financial footing.
<b>Principle F: Managing risks and performance through robust internal control and strong public financial management</b>			
8.14.1	A review of data processing, data protection and data sharing work to be undertaken by the Information Governance team.	Chief Digital Officer	The audit of Council information assets and handling is continuing as planned, with higher risk items identified and addressed. Upon completion of the Information Asset Audit, there will be an ongoing review of these information assets and council processing activities as 'Business as Usual' to provide adequate assurance of

Ref (action)	Improvement Action to be undertaken during 2023/2024	Responsible Officer	Progress During 2023/2024
			compliance Data Processing, Data Protection and Data Sharing.
<b>Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability</b>			
9.5.1	Work to deliver governance awareness training across the council is ongoing and will continue during 2023/2024 to ensure appropriate training takes place with council officers.	Head of Legal & Democratic Services	Governance training has been rolled out throughout the council and in 2023/2024 four sessions were held for officers. The training has also now been incorporated into the corporate training programme for new accountable managers and sessions provided as part of training provided in that forum.



**Table 2 - Governance Improvement Action Plan – 2024/2025**

Ref (action)	Improvement Action to be undertaken during 2024/2025	Responsible Officer
<b>Principle A: Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law</b>		
1.1.3	<ul style="list-style-type: none"> <li>i. Ensure all members attend annual refreshers in respect of the Members Code of Conduct undertaken by the Monitoring Officer;</li> <li>ii. Ensure all Group Leaders make Standards and Ethics a standing item on their political group meeting agendas;</li> <li>iii. Ensure all members are completing their declarations of gifts and hospitality, including where such gifts and hospitality are declined;</li> <li>iv. Encourage Group Leaders to consider bi-annual meetings with the Monitoring Officer to discuss standards and ethics and how they can work together to promote standards within their political groups;</li> <li>v. A series of guidance documents be circulated to all members in respect of key conduct matters such as declarations of interest, predetermination, conduct case studies and key information for members.</li> </ul>	Head of Legal & Democratic Services
1.2.2	Progress recommendations made by Audit Wales as a result of the Springing Forward: Strategic Workforce report.	Head of People & Organisational Development
1.3.4	Continue with future training of officer groups in the significance of the member and officer relations protocol.	Head of Legal & Democratic Services
1.4.10	The Contract Procedure Rules and Standing Orders will be updated to take into account the requirements of the Procurement Act 2023.	Head of Legal & Democratic Services

Ref (action)	Improvement Action to be undertaken during 2024/2025	Responsible Officer
2.1.1	Corporate Procurement to monitor and evaluate compliance looking at what approach sections adopt. Head of Legal Democratic Services to report annually to the Corporate Governance Group.	Head of Legal & Democratic Services
<b>Principle C: Defining outcomes in terms of sustainable economic, social and environmental benefits</b>		
5.1.1	Reset the council's Corporate Performance Management Framework (CPMF).	Strategic Manager - Policy & Executive Support
5.4.1	Further strengthen the council's risk management arrangements.	Strategic Manager - Policy & Executive Support
<b>Principle D: Determining the interventions necessary to optimise the achievement of the intended outcomes</b>		
6.1.1	Further refine the council's annual self-assessment process.	Strategic Manager - Policy & Executive Support
6.9.1	Further development of a medium term financial strategy.	Director of Finance
<b>Principle F: Managing risks and performance through robust internal control and strong public financial management</b>		
8.14.1	A review of Data Processing, Data Protection and Data Sharing work to be undertaken by the Information Governance team.	Chief Digital Officer
<b>Principle G: Implementing good practices in transparency, reporting, and audit to deliver effective accountability</b>		
9.5.1	Develop an assurance framework to monitor and review the council's key systems, documents and processes as set out in the Code of Corporate Governance.	Strategic Manager - Policy & Executive Support

**Signed:** 

**Chief Executive: Karen Jones**

**Date:**

**Signed:** 

**Leader of the Council: Cllr Steve Hunt**

**Date:**

## Financial Management Code of Self-Assessment

CIPFA issued a new code, The FREM, which sets out the standards of financial management for local authorities. Adoption of the Code commenced in April 2021. This appendix provides a self-assessment which has been approved by Corporate Directors Group and provides assurance that the financial management of the council are being met.

### *Section 1: The Responsibilities of the Director of Finance and the Leadership Team*

Standard Reference	Financial Management	Rating (Red / Amber / Green)
A	The Leadership Team is able to demonstrate that the services provided by the authority provide value for money.	<p>The Auditor General examines whether the council has put in place arrangements to get value for money for the resources it uses, and has to be satisfied that it has done this. The 2023 Annual Audit Summary issued by Audit Wales identified no issues in relation to value for money.</p> <p><b>RAG Rating = Green</b></p>
B	The authority complies with the CIPFA Statement on the Role of the Director of Finance in Local Government.	<p>We comply with the requirements of the code. The Director of Finance is a CIPFA qualified accountant with over 20 years of local government experience. Reports directly to Director of Finance and sits on the Leadership Team, influencing material decisions and ensuring financial implications are provided in all reports. The Director of Finance is responsible for maintaining and resourcing an effective Internal Audit service and leads on risk management.</p> <p><b>RAG Rating = Green</b></p>

## Section 2: Governance and Financial Management Style

Standard Reference	Financial Management	Rating (Red / Amber / Green)
C	The leadership team demonstrates in its actions and behaviours responsibility for governance and internal control.	<p>The council adopts the Nolan principles as can be evidenced in the Annual Governance Statement (AGS). The AGS was signed off by Audit Wales as part of the accounts audit process.</p> <p><b>RAG Rating = Green</b></p>
D	The authority applies CIPFA/ SOLACE Delivering Good Governance in Local Government: Framework 2016.	<p>The Governance &amp; Audit committee reviews the adequacy of Governance arrangements of the authority, reviewing the AGS and receiving risk management updates.</p> <p><b>RAG Rating = Green</b></p>
E	The financial management style of the authority supports financial sustainability.	<p>Audit Wales Annual Audit Summary for 2023 concluded that the council is financially stable, helped recently by additional Welsh Government funding, but needs to develop a sustainable plan to address cost pressures and close its medium-term funding gap in an increasingly challenging financial climate.</p> <p><b>RAG Rating = Amber</b></p>

### Section 3: Long to Medium-Term Financial Management

Standard Reference	Financial Management	Rating (Red / Amber / Green)
F	The authority has carried out a credible and transparent financial resilience assessment.	<p>The budget setting for 2023/2024 includes a statement relating to the robustness of the estimates used in calculating the budget requirement and indicates the budget process has been prepared in conjunction with officers. It also identifies the risk areas that will be actively managed during the financial year.</p> <p><b>RAG Rating = Green</b></p>
G	The authority understands its prospects for financial sustainability in the longer term and has reported this clearly to members	<p>The council has developed a Medium Term Financial Plan (MTFP) to 2027/28 and are in the process of finalising the 2028/2029 MTFP.</p> <p><b>RAG Rating = Green</b></p>
H	The authority complies with the Prudential Code for Capital Finance in Local Authorities	<p>The authority complies will all elements of the Prudential Code.</p> <p><b>RAG Rating = Green</b></p>
I	The authority has a rolling multi-year financial plan with sustainable service plans	<p>During 2021/2022 the council developed its medium-term financial plan, work is ongoing in finalising 2028/2029 MTFP. Service recovery plans have been developed and are being monitored and updated annually.</p> <p><b>RAG Rating = Green</b></p>

## Section 4: The Annual Budget

Standard Reference	Financial Management	Rating (Red / Amber / Green)
J	The authority complies with its statutory obligations in respect of the budget setting process	<p>The council complies with its statutory obligations in respect of the budget setting process as set out in the Local Government Finance Act (1992). A legal and balanced budget set by the council by the statutory deadline was approved by Council on 2nd March 2023. The council is aware of the circumstances under which a S114 notice should be issue.</p> <p><b>RAG Rating = Green</b></p>
K	The budget report includes a statement by the Director of Finance on the robustness of the estimates on the adequacy of the proposed financial reserves.	<p>The budget setting report comments upon the robustness of the estimates included therein and a balanced affordable budget has been set. The reserves are reported within the budget setting process and monitored throughout the financial year. The council agreed a general reserves policy which states reserves should be maintained at circa 4% of the net revenue budget.</p> <p><b>RAG Rating = Green</b></p>

## Section 5: Stakeholder Engagement and Business Plans

Standard Reference	Financial Management	Rating (Red / Amber / Green)
L	The authority has engaged with key stakeholders where appropriate in developing its long term financial strategy, medium term financial plan and annual budget.	<p>Key stakeholders are consulted on key projects for example stakeholder views were sought when developing the corporate plan.</p> <p>Member workshops are run at budget setting. Cabinet approved the consultation process with stakeholders on the draft budget. Consultation responses are reported to Council.</p> <p><b>RAG Rating = Green</b></p>
M	The authority uses an appropriate documented option appraisal methodology to demonstrate the value for money of its decisions.	<p>An investment proposal template has been created and utilised. More work is needed to refine the processes around agreement and priority of the investment appraisals put forward.</p> <p><b>RAG Rating = Amber</b></p>



## Section 6: Monitoring Financial Performance

Standard Reference	Financial Management	Rating (Red / Amber / Green)
N	The leadership team takes action using reports enabling it to identify and correct emerging risks to its budget strategy and financial sustainability.	<p>Monthly reports are considered by budget holders and reported to the Corporate Directors Group. Quarterly Finance revenue and capital reports are presented to Cabinet.</p> <p>Treasury management reports are taken to Cabinet on a quarterly basis, any significant issues identified are reported to Senior Management Team</p> <p><b>RAG Rating = Green</b></p>
O	The leadership team monitors the elements of its balance sheet that pose a significant to its financial sustainability.	<p>The balance sheet is monitored by the relevant service department accountants as part of the budget monitoring process. With the balance sheet being reviewed by the Director of Finance as part of the closure of accounts process.</p> <p><b>RAG Rating = Green</b></p>

## Section 7: External Financial Reporting

Standard Reference	Financial Management	Rating (Red / Amber / Green)
P	The Director of Finance has personal and statutory responsibility for ensuring that the statement of accounts produced by the local	The Director of Finance's responsibilities are set out in the "Statement of responsibilities" within the Statement of accounts. This clearly sets out that the Director of Finance is responsible for the preparation of the council's Statement of Accounts in accordance with proper practices as set out by the Code of Practice on Local Authority Accounting in the United Kingdom. The annual audit letter confirms

	authority complies with the Code Practice in Local Authority Accounting in the United Kingdom.	that the statement of accounts have been prepared on time and in accordance with the code of practice.  <b>RAG Rating = Green</b>
Q	The presentation of the final outturn figures and variations from budget allows the leadership team to make strategic financial decisions.	The outturn figures are reported to Corporate Directors Group and Cabinet and is included in the narrative report of the Statement of Accounts.  <b>RAG Rating = Green</b>