

APPENDIX 2

Argyll and Bute Council – Corporate Governance Improvement Plan 2010/2011

The Corporate Governance Improvement Plan outlines the actions required to raise areas rated as partially compliant with local Code of Corporate Governance requirements to a level fully compliant with requirements. The items detailed within the Improvement Plan were graded as 2 (partially compliant) during the Corporate Governance Gap Analysis self-assessment.

Ref	Outcome	Actions to achieve outcome	Success measures	Key dates	Lead	Source of the outcome	Risks
CG-1	A Communications Strategy and Public Performance Reporting Strategy have been approved and are being implemented	Ongoing implementation of Communications Strategy and PPR Strategy Action Plans	Communications Strategy and PPR Strategy Action Plans implemented as planned	As per Communications Strategy and PPR Strategy Action Plans	Head of Improvement and HR	Corporate Governance Code 1.1.1 6.1.1	SR04 – Adverse media coverage due to ineffective and inaccurate communication by the Council
CG-2	Local Code of Corporate Governance has been developed in line with GIPFA/SOLACE guidelines	Code of Corporate Governance reviewed; Statement of Governance and Internal Control submitted with Annual Accounts; Corporate Governance Improvement	Updated local Code of Corporate Governance 2011/2012; Statement of Governance and Internal Control 2010/11; Implementation of Corporate Governance	31 March 2011	Head of Governance and Law	Corporate Governance Code 1.1.2 2.1.1	SR16 – Failure to have a robust internal control process and system

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		Plan implemented as planned	Improvement Plan 2010/11				
CG-3	Develop a corporate framework for all partnerships	Further development of Community Planning and Community Engagement structures and processes	Implement Community Engagement Strategy; embed Community Planning processes	In line with Community Engagement Action Plan	Head of Improvement and HR / Head of Community and Culture	Corporate Governance Code 1.1.3	SR09 – Failure to progress CPP
CG-4	A robust performance management system has been developed which enables all operations to be reported on in terms of meeting performance standards targets and levels of customer satisfaction	Further development of Pyramid Performance Management System, taking into account performance standards targets and levels of customer satisfaction	Ongoing development of Pyramid, including customer satisfaction	Ongoing	Head of Improvement and HR	Corporate Governance Code 1.2.1 1.3.1	SR06 – Failure to provide strong leadership and direction; SR07 – Failure to maximise the benefits of Best Value SR10 – Inefficient use of Council assets
CG-5	The Council has a formally	Review of Complaints	Revised complaints system	31 March 2011	Head of Governance	Corporate Governance	SR07 – Failure to maximise

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	<p>established complaints policy and procedure</p> <p>Unified approach to complaints handling across the organisation with a common point of entry.</p> <p>Staff have been trained in dealing with complaints and empowered and supported to deal with complaints</p>	System	ensuring unified approach to complaints across the organisation		and Law	Code 1.2.2	<p>the benefits of Best Value</p> <p>SR12 – Failure of Members to maintain standards of conduct in public life</p> <p>SR13 – Failure to comply with new legislation, regulations or statutory responsibilities</p> <p>SR20 – Failure to ensure the Council acts in accordance with the law and its own regulatory framework</p> <p>SR07 – Failure to maximise the benefits of</p>
CG-6	The complaints system records actions taken to	Review of Complaints System	Revised complaints system allowing actions to	31 March 2011	Head of Governance and Law	Corporate Governance Code	

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	<p>prevent complaints recurring, and evidence that complaints inform positive service improvement.</p> <p>Regular testing of the complaints handling system to ensure it meets consumer needs and expectations</p>		<p>prevent complaints reoccurring and inform positive service improvement.</p>			1.2.2	<p>Best Value</p> <p>SR12 – Failure of Members to maintain standards of conduct in public life</p> <p>SR13 – Failure to comply with new legislation, regulations or statutory responsibilities</p> <p>SR20 – Failure to ensure the Council acts in accordance with the law and its own regulatory framework</p>
CG-7	<p>Best Value Reviews of Council services to ensure best</p>	<p>Next stage of Transformation / Modernisation programme</p>	<p>Progress Transformation / Modernisation Programme / PSIF</p>	<p>Ongoing</p>	<p>Chief Executive / Executive Directors</p>	<p>Corporate Governance Code 1.3.1</p>	<p>SR07 – Failure to maximise the benefits of Best Value</p>

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	value principles adhered to Benchmarking: comparing economy, efficiency and effectiveness of services	progressed Further development of Public Sector Improvement Framework (PSIF)	Increased appreciation of, and use of benchmarking in review and performance management activity				
CG-8	Statement of roles of Leader and Chief Executive included within the Council Constitution and will be reviewed annually	Improve benchmarking during performance management and review activity Statement of roles included in updated Constitution	Updated Constitution including roles of Leader and Chief Executive	31 March 2011	Head of Governance and Law	Corporate Governance Code 2.1.1	SR06 – Failure to provide strong leadership and direction
CG-9	The Council Constitution includes	Ethical Framework updated /	Updated Ethical Framework agreed by Council and	31 March 2011	Head of Governance and Law	Corporate Governance Code	SR12 – Failure of Members to maintain

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	Standing Orders for Meetings, Scheme of Administration and Delegations, and an Ethical Framework	process developed for annual review of Constitution	included within Constitution. Process agreed for annual review of Constitution			2.1.1 2.2.1 3.1.1 3.2.2	standards of conduct in public life SR13 – Failure to comply with new legislation, regulations or statutory responsibilities SR20 – Failure to ensure the Council acts in accordance with the law and its own regulatory framework
CG-10	Relevant information is available to decision makers	Further development of Pyramid Performance Management System	Ongoing development of Pyramid	Ongoing	Head of Improvement and HR	Corporate Governance Code 4.2.1	SR06 – Failure to provide strong leadership and direction SR07 – Failure to maximise the benefits of

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CG-11	A risk based approach is a key component of the Council's approach to planning and performance management	Revision of the Council's Planning and Performance Management Framework (PPMF) including risk	Risk management embedded within planning and performance management	31 March 2011	Head of Improvement and HR / Head of Strategic Finance	Corporate Governance Code 4.3.1	Best Value SR07 – Failure to maximise the benefits of Best Value SR18 – Failure to embed risk management into the organisation
CG-12	Strategic and Operational Risk management procedures and processes in place	Further development of Operational and Strategic risk management procedures and processes; revision of the Council's Planning and Performance Management Framework (PPMF) including risk	Risk management embedded within planning and performance management	Ongoing 31 March 2011	Head of Strategic Finance	Corporate Governance Code 4.3.1	SR18 – Failure to embed risk management into the organisation
CG-13	Appropriate risk management training provided	Continue with roll-out of Risk Management	Risk Management Training provided to relevant Officers	Ongoing	Head of Strategic Finance /	Corporate Governance Code	SR18 – Failure to embed risk management

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	to Members and Officers	Training; include risk management in Members Personal Development Plans	and Members		Head of Governance and Law	4.3.1	into the organisation
CG-14	Risk Management Policy Statement and Strategy in place	Updated Risk Management Policy and Strategy	Updated Risk Management Policy and Strategy	31 October 2010	Head of Strategic Finance	Corporate Governance Code 4.3.1	SR18 – Failure to ember risk management into the organisation
CG-15	Whistle blowing policy Public Interest Disclosure Policy in Council Constitution	Ethical Framework updated / process developed for annual review of Constitution	Updated Ethical Framework agreed by Council and included within Constitution Process agreed for annual review of Constitution	31 March 2011	Head of Governance and Law	Corporate Governance Code 4.3.2	SR12 – Failure of Members to maintain standards of conduct in public life SR13 – Failure to comply with new legislation, regulations or statutory responsibilities SR20 – Failure to ensure the

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CG-16	Training provided to relevant Members and Officers in areas of identified need, for example Planning and Licensing matters	Ongoing development of PDR process for Officers and Personal Development Plans for Members	Increase PDR and PDP completion rates, and provide training in line with identified need	Ongoing	Head of Improvement and HR / Head of Governance and Law	Corporate Governance Code 4.4.2 5.2.1 5.2.3	<p>Council acts in accordance with the law and its own regulatory framework</p> <p>SR02 – Recruitment and retention of high quality staff</p> <p>SR03 – Failure to implement legislation in relation to the young and the vulnerable</p> <p>SR13 – Failure to comply with new legislation, regulations or statutory responsibilities</p> <p>SR20 – Failure to ensure the</p>

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							Council acts in accordance with the law and its own regulatory framework
CG-17	Corporate Induction Programme in place for all new employees	Review Corporate Induction Programme	Revised Corporate Induction Programme	31 October 2010	Head of Improvement and HR	Corporate Governance Code 5.1.1	SR02 – Recruitment and retention of high quality staff
CG-18	Community, Employee and other stakeholder engagement activity	Ongoing implementation CPP Community Engagement Strategy; embed revised Community Planning processes	Implement Community Engagement Strategy; embed Community Planning processes	In line with Community Engagement Action Plan	Head of Improvement and HR	Corporate Governance Code 5.3.1	SR09 – Failure to progress the CPP
CG-19	Ability to communicate with discrete groups in an appropriate manner	Ongoing implementation CPP Community Engagement Strategy; embed revised Community Planning processes	Implement Community Engagement Strategy; embed Community Planning processes	In line with Community Engagement Action Plan	Head of Improvement and HR	Corporate Governance Code 6.1.2 6.2.1 6.2.3	SR04 – Adverse media coverage due to ineffective and inaccurate communication by the Council

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CG-20	Mechanisms and processes are in place for communication and engagement with employees	Finalise and implement emerging HR, Employee Engagement, and Recruitment and Retention Strategies	Implementation of HR Strategy, Employee Engagement Strategy, and Recruitment and Retention Strategy	31 March 2011	Head of Improvement and HR	Corporate Governance Code 6.3.1	SR01 – Staff absence SR02 – Recruitment and retention of high quality staff
CG-21	The Council has in place strategies for the Recruitment and Retention of employees	Finalise and implement emerging HR, Employee Engagement, and Recruitment and Retention Strategies	Implementation of HR Strategy, Employee Engagement Strategy, and Recruitment and Retention Strategy	31 March 2011	Head of Improvement and HR	Corporate Governance Code 6.3.2	SR01 – Staff absence SR02 – Recruitment and retention of high quality staff