

Appendix 1

Response Form

Council action planned in response to the 'opportunities for improvement' for CPMS and risk management arrangements issued by Audit Wales

Council: Neath Port Talbot County Borough Council

Report title: Audit Wales review of the Corporate Performance Management System (CPMS)

Ref	Opportunities for improvement	Council action planned in response to the opportunities for improvement issued by Audit Wales	Target date for completion of actions	Responsible officer
Planning and Performance				
1.	There is no corporate look to decide if collectively, actions identified in the business plans are going to be sufficient to progress and deliver the Well Being Objectives.	The actions relating to planning and performance will be developed as part of the Council's fundamental review of the Council's corporate performance management framework during 2021/2022.	2021/2022	Caryn Furlow-Harris
2.	The Council could consider using heads of service to peer review each other's business plans to introduce an element of external challenge in the process.		2021/2022	Caryn Furlow-Harris
3.	The reports generated by CPMS could be used more effectively to drive improvement at service and corporate		2021/2022	Caryn Furlow-Harris

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	level and better used to challenge and support strategic direction.	The actions relating to planning and performance will be developed as part of the Council's fundamental review of the Council's corporate performance management framework during 2021/2022.		
4.	The CPMS reports could be analysed and challenged more effectively on a strategic level (Scrutiny, Cabinet).		2021/2022	Caryn Furlow-Harris
5.	The efficiency/effectiveness of the reporting may be impacted by splitting the reports to each Cabinet Board rather than reporting them in one Board.		2021/2022	Caryn Furlow-Harris
6.	The CPMS outputs need to demonstrate they are both used and useful at improving outcomes to show it is strengthening arrangements.		2021/2022	Caryn Furlow-Harris
7.	The CPMS is a tool for capturing and reporting on plans, actions and data, it is what happens with that data that will determine its effectiveness. The CPMS only provides value for money if the outputs are used to drive continuous improvement.		2021/2022	Caryn Furlow-Harris
Risk Management				
1.	The Council's Risk Management Policy sets out the roles and responsibilities for risk management, but these are not being followed and there is a lack of oversight of how effectively the Risk Management Policy is being implemented.	<ul style="list-style-type: none"> Review current arrangements and produce guidance detailing individual officer roles and responsibilities. Develop video guides Refresher training for officers who are not clear on how to use the system effectively 	30 th June 2021	Huw Jones

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		<ul style="list-style-type: none"> For updates, delegate responsibility to nominated officers in each directorate, but have an officer who has the overview to ensure everything is updated. 		
2.	The risk policy states that, 'At least once a quarter, each operational risk will be reviewed and updated', this is not happening systematically.	<ul style="list-style-type: none"> Provide update reports to a nominated officer in each directorate and ask they schedule a quarterly review at the relevant management team meetings 	30 th June 2021	Huw Jones
3.	The quality of the risk registers is variable. Some risk controls lack detail.	<ul style="list-style-type: none"> Review process and registers for quality and consistency. Following review, produce guidance for users Plan timescale for any improvements/changes to be made. Monitor that changes are made. Annual review for quality and consistency (desktop exercise)? 	30 th June 2021	Huw Jones
4.	The risk module of the CPMS has not been configured correctly to align with the Council's risk policy e.g. risk appetite.	Review current arrangements, recommend new configuration and produce guidance.	30 th June 2021	Huw Jones
5.	The risk policy, strategy, strategic and operational risks have all been through Cabinet in the last 18 months, but there is no evidence of discussion at the meetings, just that they are 'noted	Work with Democratic Services to ensure that when reported to Cabinet adequate scrutiny is undertaken.	30 th June 2021	Huw Jones
6.	The Audit Committee is not fulfilling its duties in relation to risk management. The Council's risk policy states that Audit Committee is required to:	Governance and Audit Committee will receive an update in relation to the Council's Risk Management Arrangements.	30 th September 2021	Huw Jones

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	<p>Review the risk management arrangements.</p> <p>Make reports to the Executive on the adequacy and effectiveness of arrangements.</p> <p>(Risk management last went to Audit Committee on 19.9.18. There have been a further 9 meetings since that date and risk management has not been on the agenda for any of them).</p>			