

Appendix 1 – Audit Wales recommendations and BCBC management response

Ref	Recommendation	Organisational response Please set out here relevant commentary on the intended implementation plan in response to the recommendation	Completion date Please set out here when you plan for the organisational response to be	Responsible officer (title)
R1	Ensure that service level business plans are complete, having a full range of performance indicators to support its wellbeing objectives.	<ul style="list-style-type: none"> • Develop directorate and service level business planning templates following the same approach and criteria as the corporate plan delivery plan • Ensure performance indicators in the corporate plan delivery plan are developed to measure achievement of broad corporate aims, rather than specific projects or commitments 	September 2023	Corporate Policy and Public Affairs Manager
R2	Ensure that all performance indicators are meaningful, outcome focused and have clear links to the Council's wellbeing objectives.	<ul style="list-style-type: none"> • Develop a corporate plan delivery plan that defines and better links wellbeing objectives and aims and the commitments and PIs that support their delivery. • Ensure each wellbeing objective is fully reflected in aims, commitments and appropriate PIs • Develop clear and agreed criteria for PI development (including a balance of input, output and outcome measures, measures we can compare over time and with others, measures we can report quarterly in real time) 	July 2023	Corporate Policy and Public Affairs Manager

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R3	Put robust and consistent verification processes in place to ensure that performance information is accurate.	<ul style="list-style-type: none"> • Develop a clear and agreed approach to data collection, use and validation with performance indicator guidance notes for each new corporate plan PI • Include data workings and tables in the performance system • Implement findings of the internal audit PI audit • Work with internal audit / Audit Wales to better understand the PI audit process. Train performance team staff to undertake PI audits • Develop a regular, internal PI audit programme 	July 2023 September 2023 July 2023 September 2023	Corporate Policy and Public Affairs Manager
R4	Make better use of the performance information collected by prioritising more data analysis and a broader range of information to help understand performance.	<ul style="list-style-type: none"> • Recruit to the Corporate improvement officer and Corporate Performance Manager roles • Agree a permanent place in the organisation for the Corporate Performance Team • Reiterate quarterly reporting deadlines and requirements to CMB, HoS, business managers and performance champions • Implement a new system from Q2 with short presentations of key issues, challenges, opportunities and RAG indicators for each directorate (as well as providing detailed dashboards) at CPA • Establish CPA meeting dates for the year ahead (including Q3). Establish a longer, full day meeting at Q4 • Add regulator comments, consultation/engagement to CPA quarterly dashboards for consideration alongside commitments/Pis • Take part in the CPDN Data Cymru group on self-assessment national PIs to support benchmarking improvement • Introduce a regulatory tracker to GAC and Scrutiny Chairs groups and a process for dissemination of messages and picking up issues • Investigate how the system can take from directorate data systems 	July 2023 April 2023 July 2023 September 2022 February 2023 January 2023 January 2023 January 2023 September 2023	Corporate Policy and Public Affairs Manager