Action Plan in response to the Recommendations from the Panel Performance Assessment (10-13 March 2026)

Recommendation	Details of the Recommendation	Cyngor Gwynedd Actions	Responsible Officer(s)	Completion Date
Recommendation 1a **Strategic Planning for the future**	Cyngor Gwynedd should build on the current theme-based approach when preparing and developing the next Corporate Plan, with a focus on: • Long-term planning • Setting a vision for Gwynedd and the values that are essential to achieve it • Ensuring an approach that focuses on the key strategic priorities for the Council and Gwynedd as a place • Including staff, members and the wider community to develop and achieve a place-based Corporate Plan • Fully aligning with the Council's Medium-term Financial Plan and Transformation Strategy	• Establish clear arrangements and a project plan for preparing the next Corporate Plan, including the remit, time-frame, resources, who will be responsible and the quarterly progress reporting procedure.	Chief Executive/Corporate Directors, Head of Finance and Council's Business Support Service	March 2028 – Council to adopt new Council Plan
		• Review the existing Corporate Plan and evidence (performance, population data, impact assessments, well-being assessment, partner feedback), to identify long-term themes and strategic priorities.		
		• Develop a clear vision for Gwynedd and a set of values, with measurable success criteria and outcomes.		
		• Maintain structured engagement with staff and members (workshops/themes) and a broader consultation with the community and partners to refine "place-based" priorities.		

		• Ensure full alignment with the Medium-term Financial Plan and Transformation Strategy: map each priority in terms of costs, benefits, risks and milestones, and agree on monitoring and reporting arrangements.		
		• Collaborate early and continuously with the Cabinet following the 2027 elections in order to agree on priorities, a "place-based" approach, and ensure that the next Corporate Plan reflects the political direction of the new term.		
Recommendation 1b **Strategic Planning for the future**	Cyngor Gwynedd should review the capacity of its strategic leadership at an operational level to enable it to achieve its key priorities and plan for the long-term.	• Complete a review of strategic leadership capacity at an operational level, assessing whether the existing arrangements are sufficient to achieve the Council's priorities and support long-term planning.	Chief Executive	July 2027
		• Map strengths, gaps and risks within the current leadership structure, including resilience, succession and the Council's ability to lead corporate transformation.		
		• Compare leadership arrangements and management structures with		

		similar councils in order to identify good practice and relevant lessons.		
		• Develop costed options to strengthen strategic capacity, considering the implications in terms of corporate responsibilities, support arrangements and the ability to act.		
		• Present the findings and recommendations of the review to relevant Committees, with an action plan, time-frame and clear monitoring arrangements.		
Recommendation 2a Transformation	Ensure that the workforce is at the core of strategic planning and transformational work in the future, bringing together the different areas of practice that already exist within the Council, in order to ensure a whole-Council approach to internal inclusion and engagement.	Map and coordinate the existing arrangements, channels and internal engagement activities across the Council in order to identify strengths, gaps, duplication and improve coordination.	Head of Corporate Services	October 2027
		• Develop a united corporate approach to include and engage with the workforce, including principles, engagement standards, communication channels and the procedure for utilising staff feedback.		
		• Define roles, responsibilities and clear governance arrangements to ensure that the workforce is		

		regularly and meaningfully included in corporate priorities and change programmes.		
		• Establish regular communication and feedback mechanisms, including an annual engagement calendar, feedback gathering methods and a reporting procedure on how feedback has influenced decisions.		
		• Monitor and review the effectiveness of the new approach regularly, using participation data, staff feedback and examples of changes made to steer continuous improvement.		
Recommendation 2b **Transformation**	Cyngor Gwynedd should develop a united transformational approach which clearly sets-out the organisation's general direction and priorities for change. This approach should: • Operate on a whole-organisation strategic level • Continue to realise and utilise the value of partners	• Develop a united corporate transformational approach, noting the strategic direction, operational principles and the main priorities for change across the Council.	Chief Executive / Corporate Directors / Head of Finance	June 2027
		• Map each existing programme, project and transformation initiative, and place them within a coordinated framework that notes owners, outcomes, milestones and governance arrangements.		

	• Be integrated with the Medium-term Financial Plan, and be funded through this • Provide a firm foundation for securing the organisation's long-term financial resilience	• Agree on working arrangements with partners by March 2027, noting which partners contribute towards each transformation priority and how their value will be measured.		
		• Integrate the transformation framework with the Medium-term Financial Plan by costing the change priorities, noting the funding sources and defining the expected financial and non-financial benefits.		
		• Use the framework as a basis for strengthening the organisation's long-term financial resilience and monitoring progress against the expected outcomes.		
Recommendation 3 **Resources and Working in Partnership**	In order to build capacity and strengthen collaboration with partners: • Bring the adopted economic strategy live on all levels across Gwynedd	• Prepare an action plan to implement the adopted economic strategy, linking every priority with measurable outcomes, owners and milestones.	Chief Executive / Corporate Director / Head of Economy and Community	October 2027
	• Realise the potential for working in partnership with town and community councils	• Strengthen the arrangements for working in partnership with town and community councils, identifying practical opportunities for collaboration, sharing resources and achieving local priorities.		

	• Increase the council's ability to achieve its economic/social ambitions • Ensure that the Mantell Gwynedd Agreement is implemented and monitored in full	• Review the Council's capacity and resources to achieve economic and social ambitions, and present options to strengthen that capacity, where needed. • Agree on arrangements for implementing, coordinating, monitoring and reporting for the Mantell Gwynedd Agreement, including work owners, milestones and progress reporting procedure.		
Recommendation 4 **Risk**	Cyngor Gwynedd needs to develop and agree on a corporate risk strategy, which expresses the Council's risk appetite and: • Ensures an up-to-date corporate risk register and strategy • Defines the role of the leadership team, the governance and audit committee, the Cabinet, and the Full Council in supervising and monitoring the strategy and register regularly • Consider the training and development needs of members on supervising the council's risk	• Complete and present the Corporate Risk Management Strategy and Policy (including a risk appetite statement) to be approved by the Cabinet, and an annual review from the Governance and Audit Committee. • Ensure that the Corporate Risk Register is up-to-date: standardise the risk register template, define the risk owners, and confirm that every risk includes Residual and Target scores, using the Council's 5x5 matrix. • Impose governance, reporting and reviewing arrangements: (a) Corporate Management Team to review the Corporate Risk Register	Head of Finance	June 2027

		every quarter and agree on escalating/degrading risks; (b) quarterly reporting to the Governance and Audit Committee; (c) Cabinet to set the Council's risk appetite, ensuring that decisions consider risks and stay within the limitations, whilst reviewing and improving the risk management arrangements regularly.		
		• Develop and provide a training and development programme on risk management for Members (including a supervisory role, risk appetite, reading the risk register and challenge controls), and for managers as "risk owners"; record attendance and conduct annual refresher sessions.		
		• Reinforce the process and the culture; establish a service risk register timetable (at least quarterly), use a "SMART" method of tracking mitigation steps, and record "lessons learnt" from incidents/audits to steer continuous improvement.		
Recommendation 5	Cyngor Gwynedd should refine and merge its performance management arrangements,	• Review and map the existing performance management arrangements across the Council in	Chief Executive / Council's Business Support Service	October 2027

Performance Management	with a specific focus on showing contributions to: • Deliver the Corporate Plan • Link Corporate and departmental risks • Increase the opportunities for challenge by peers across and beyond the Council	order to merge processes, reduce duplication and create a more coordinated corporate framework.		
		• Develop a core set of performance measures and indicators, which show the contribution of services and departments to the Corporate Plan priorities.		
		• Integrate performance reports and the corporate risk register and departmental risk registers in order to strengthen the link between progress, risks, mitigation steps and management decisions.		
		• Establish an annual programme of scrutiny and challenge by peers within and beyond the Council, recording feedback, recommendations and improvements steps deriving from the process.		
		• Strengthen arrangements for regular monitoring, reporting and reviewing to ensure that information and performance is used consistently to steer decisions, improve services and support corporate accountability.		