

2014/15 ANNUAL GOVERNANCE STATEMENT ACTION PLAN – Position as at 30<sup>th</sup> November 2015

No	Action	Lead Officer	Comments when AGS agreed and Target Completion Date	Updated Position as at 30 <sup>th</sup> November 2015 and Target Completion Date (original or revised)
1.	Continued strategic management of organisational change in respect to revised structures, and commercial/ business approach which links to the continued development and implementation of revised governance framework (encompassing information security, information technology, partnership and project governance).	Managing Director and SMT	<p>Agreeing the revised governance requirements and incorporating into any changes to the Constitution, strategies and policies.</p> <p>Change management processes have been adjusted to reflect the different phase of change which the council is currently in Endorsing and delivering an awareness programme for officers and members. Updated Constitution effective from May 2015.</p> <p><b>On-going 31/03/16</b></p>	New SMT structure to be in place by the end of January 2016.
2.	Preparations for the revised external audit arrangements.	AD Finance & Human Resources	<p>Local Audit and Accountability Act 2014 enacted but is not yet fully in force. Further secondary legislation and guidance to be published.</p> <p>External audit procurement – planning may need to commence early 2016 if contracts not extended.</p> <p>Planning for revised final accounts deadlines for 2017/18 to commence in 2015/16 so can be phased changes to practices. Draft accounts by 31<sup>st</sup> May (instead of 30<sup>th</sup> June) and audited accounts by 31<sup>st</sup> July instead of 30<sup>th</sup> September.</p> <p><b>On-going 31/03/16</b></p> <p><b>Procurement – possibly from January 2016.</b></p> <p><b>Working towards updated final accounts timetable for 2016/17 onwards.</b></p>	<p>Contracts have now been extended by the DCLG for one year so External Auditors need to be appointed by December 2017 for audit of 2018/19 accounts. Internal meeting in early 2016 to discuss and agree timetables, roles and responsibilities. Also to include requirements of the recent guidance from CIPFA/DCLG re Auditor Panels.</p> <p>Working towards updated final accounts timetable for 2016/17 onwards.</p>

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3.	<p>Complete the review and implementation of Workforce Development priorities and delivery.</p> <p>Continue to review and update the management competencies and skills required in the revised organisation.</p> <p>Review of Human Resources policies and procedures to support the priorities and organisational change.</p>	<p>Managing Director and AD – Finance &amp; Human Resources</p>	<p>The key leadership, management and workforce requirements have been identified and the Council's development programme now reflects these. The programme is revised on a rolling basis.</p> <p>People policies have been prioritised and are being revised and renegotiated in line with these priorities.</p> <p><b>On-going as agreed with SMT (31/03/16).</b></p>	<p>The rolling review of priorities continues as organisational demands change. We continue to invest in our e-learning platform and have a variety of on line learning available. Our e-learning platform now includes face to face learning to reflect access to learning in one place.</p> <p>We have worked with SMT and managers to isolate the qualities/behaviours we require of managers in the forthcoming new structure and way of working with the Council post January 2016.</p> <p>Learning to support core workforce and key leadership and management requirements continue to be managed on a rolling basis. Whilst some areas have a detailed workforce Development plan a council wide Workforce Development Plan will be a priority in the new structure.</p> <p>Employment Policies are also reviewed to coincide with external and organisational priorities and change. We regularly operate to a schedule of these and in recent months have reviewed and renegotiated the Sickness Absence policy, Redeployment support, Probation, Business and Private activities, social media along with incorporating new employment legislation into existing practice. This has included implementing the Flexible Working Policy</p>
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4.	<p>Deliver the improved processes and associated governance to deliver savings and service improvements in Adult Social Services alongside the development of the processes and Council governance arrangements for the revised Social Care and Health agendas and changes proposed for 2014/15 and</p>	<p>Director: Children's &amp; Adult Services</p>	<p>The process and system for community care financial control has been implemented. This will ensure accurate data and appropriate financial control, and includes clearly defined roles and responsibilities of teams and individuals for entering data for all practitioners and SDS&amp;BT, and via agreed communications channels.</p> <p>Cost improvement plan is being implemented along with recommendations from Capita and John Bolton reviews. This has delivered</p>	<p>Recommendations from external reviews of Adult Social Services together with a Cost Improvement Plan have been implemented and are closely monitored via the Senior Management Team and Members, including Audit and Scrutiny committees. Savings have been delivered and will continue to be delivered in line with the Cost Improvement Plan through 15/16 and beyond.</p> <p>Our next formal external review of Adult Social Services will take place in May/June 2016.</p>

	beyond.		<p>savings during 14/15 which will continue into 15/16 and beyond. Robust action plans and ownership in place, which is monitored on a monthly basis. Challenge in place via Members, MD, and Director.</p> <p>Care Act Implementation programme completed for 1<sup>st</sup> April 2015 and then to be implemented for 1<sup>st</sup> April 2016. Chair – Director. Programme Lead – Clare Hall-Salter</p> <p><b>31/03/16 and beyond</b></p>	<p>The Service Improvement and Efficiency Team are now responsible for ensuring that processes and systems are fit for purpose and are followed by staff to ensure appropriate financial control and compliance with the new legislation under the Care Act 2014.</p> <p>A new Target Operating Model has been launched on 11<sup>th</sup> November 2015 with clearly defined roles and responsibilities for all staff within the restructured Adult Social Services.</p> <p>Care Act reforms Part 2 are no longer required to be implemented for April 2016, as they have now been delayed until April 2020.</p>
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5.	Implement the governance aspects of the improvement plans arising from external Ofsted and Care Quality Commission (CQC) inspection reports and peer reviews/challenges.	Director: Children's & Adult Services	<p>This action plan is particularly focussed on any recommendations from external reviews that improve the governance arrangements in these areas.</p> <p><b>Various dates throughout 2015/16</b></p>	<p><b>Children:</b></p> <p>Governance of improvement plans, including findings from external inspections, is via regular updates at Children and Family Services Senior Leadership Team. External governance is provided by the LSCB Quality, Performance and Operations Sub Group, where progress reports are submitted twice yearly. The most recent progress report was submitted on 11.11.15</p> <p><b>Adults:</b></p> <p>Our last formal peer challenge took place in July 2013, and in 2014 we invited Capita and Professor John Bolton to challenge progress on action plan emanating from peer challenge and progress against cost improvement plan. We continue to have monthly "challenge" sessions with Cabinet Members/Managing Director</p> <p>In respect of Sector Led Improvement/Peer Challenge for Adult Social Care we are taking part in a West Midlands Peer Challenge Summit on 4 December where we have</p>

				<p>been paired with Warwickshire who will offer challenge on our performance.</p> <p>Our next formal peer challenge through the West Midlands scheme will be in May/June 2016.</p> <p>Carwood House received a CQC inspection during the Spring of this year and an action plan is in place to address areas for improvement however Carwood will be closing by the end of January 2016 but the areas for improvement are still relevant and best practice. A separate action plan is available for viewing on request.</p>
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6.	Continue to develop and implement appropriate governance arrangements to support commercial projects.	Managing Director/ Monitoring Officer/CFO/ AD Commercial Services/ AD Business, Development & Employment	<p>Continued support and review of the separate company arrangements and associated governance issues.</p> <p>Ensure continued proper governance arrangements for commercial projects including robust business cases and funding approval.</p> <p><b>On-going during 2015/16</b></p>	These actions continue to be on-going during 2015/16 with appropriate support services being provided by the Council with appropriate governance arrangements.