

**UPDATED AGS ACTION PLAN FOR 2015/16 TO BE IMPLEMENTED 2016/17 AS AT 31/12/16**

| <b>No</b> | <b>Action</b>  | <b>Lead Officer</b>                      | <b>Comments and implementation date when agreed June 2016</b>   | <b>Updated position as at 31/12/16 &amp; implementation date (updated where required)</b>  |
|-----------|--|--|---|--|
| 1.        | Continued strategic management of organisational change in respect to "Being the Change", continued reduced budgets, revised structures, uncertainties around NNDR reform and commercial/ business approach which links to the continued development and implementation of revised governance framework. | Managing Director and SMT                | <p>Agreeing revised governance requirements from "Being the Change", updated Code of Good Governance and incorporating any changes into the Constitution, strategies and policies. Service Planning process has been updated and new plans will be operational for 2016/17 and monitoring will take place through challenge at SMT including the impacts of future reductions in budgets and changes to the local government finance system.</p> <p>Updated Constitution effective from Summer 2016.<br/><b>On-going 31/03/17</b></p> | <p>Changes made to the Constitution and key strategies, policies and procedures.</p> <p>SMT has challenged and monitored service plans during the year and considered the impacts of proposed savings and changes to local government finance.</p> <p><b>Budget and savings actions on-going to 31/03/17.</b><br/><b>Service planning for 2017/18 to be completed by Spring 2017</b></p> |
| 2.        | Update local Code of Good Governance to reflect the revised CIPFA/SOLACE framework and guidance (issued April 2016)  | Managing Director/<br>Monitoring Officer | <p>Local Code to be updated and then communicated across the Council. <b>31/05/16</b></p> <p>Update 2016/17 certification process to reflect revised framework. <b>31/01/17</b></p> <p>Implement March 2017 to support 2016/17 Annual Governance Statement. <b>16/03/17</b></p>   | <p><b>Complete</b></p> <p><b>In progress and on target for 31/01/17</b></p> <p><b>Implementation March – April 2017</b></p>  |

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| 3. | 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 commenced early 2016 and will progress during the year as will need to be completed by 31/12/17.</p> <p><b>Procurement actions on-going throughout the year including reporting to Audit Committee as appropriate.</b></p> <p>Planning for revised final accounts deadlines for 2017/18 to commence in 2015/16 so there 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>Working towards updated final accounts timetable for 2016/17 onwards.</b></p> | <p><b>Decision made by Full Council on 24<sup>th</sup> November 2016 to elect into the Sector led body – PSAA – following a recommendation from the Audit Committee.</b></p> <p><b>Completion of appropriate documentation by 28/02/17 (when requested)</b></p> <p><b>Report to Audit Committee in September 2017 re results of procurement process and recommendation for appointment by full Council by 31/12/17.</b></p> <p><b>On target</b></p> |
| 4. | Complete the review and implementation of Workforce Development priorities and delivery. | Managing Director            | The key leadership, management and workforce requirements have been identified and the Council's development programme now  | <b>Several have been updated and reintroduced, others are in the process of being updated and reviewed.</b>   |

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|    | Continue to review and update the management competencies and skills required in the revised organisation.<br>Review of Human Resources policies and procedures to support the priorities and organisational change. |  | reflects these. The programme is revised on a rolling basis.<br>Human Resources policies have been prioritised and are being revised and renegotiated in line with these priorities.<br><br><b>On-going as agreed with SMT (31/03/17).</b>  | <b>On-going as agreed with SMT (31/03/17).</b>  |
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| 5. | Deliver the improved processes and associated governance to deliver savings and service improvements across Early Help & Support (includes adult social services)  | AD: Early Help & Support/ AD Governance, Procurement & Commissioning | New target operating model effective from November 2015 and links to Cost Improvement Plan. Monitoring of the latter continuing with Senior Management and Members.<br><br>Further governance in respect to the Better Care Fund will be implemented during 2016/17.<br><br><b>On-going 31/03/17 and beyond</b> | <b>Adult Social Services are now included with Early Help &amp; Support Services. New structures will be in place by the end of 2016. A further revision is being made to the operating model which will come into effect in 2017. Associated policies and procedures will also be launched in 2017. Service teams will be based in localities alongside other public and voluntary sector services.</b><br><br><b>Teams will be assigned targets linked to our cost improvement plan. The new operating model has been designed to support delivery of these targets.</b><br><br><b>Targets will be used to determine our sufficiency plans for placements over a four year period.</b><br><br><b>Our brokerage and contract teams will focus upon driving out further efficiencies through effective procurement.</b><br><br><b>The Council awaits further guidance regards the Better Care Fund. This is a pooled budget</b> |

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|    |  |  |  | to support the health and well-being of residents of the Borough which is managed by finance in liaison with Health colleagues with strategic governance and oversight being provided by the Sustainability & Transformation Planning process and associated governance structures.   |
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| 6. | 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 and Director – Customer, Neighbourhood & Well-Being Services | This action plan is particularly focussed on any recommendations from external reviews that improve the governance arrangements in these areas.<br><br><b>Various dates throughout 2016/17</b>   | <b>An Ofsted Action Plan will be submitted for approval shortly. Implementation of the action plan will be overseen by service area management teams, the LSCB and C&amp;YP Scrutiny.</b><br><br><b>The Adult Services Peer Review has informed work in redesigning services. Further work will be done on other aspects of the peer review once the permanent Assistant Director has started (February 2017)</b><br><br><b>Lakewood Court was inspected by CQC in March 2016 and received a GOOD rating.</b> |
| 7. | Continue to develop and implement appropriate governance arrangements to support commercial projects.  | Managing Director & SMT  | Continued support and review of the separate company arrangements and associated governance issues.<br><br>Ensure continued proper governance arrangements for commercial projects including robust business cases and funding approval.<br><b>On-going during 2016/17</b> | <b>Governance processes in place and on-going during 2016/17.</b>   |