

AGS ACTION PLAN FOR 2017/18 – NOVEMBER 2018 UPDATE

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No	Action	Lead Officer	Comments	November 2018 update
1.	Continued strategic management of organisational change in respect to “Being the Change”, continued reduced budgets, revised structures and commercial/ business approach which links to the continued development and implementation of revised governance framework.	Managing Director and SMT	<p>“Being the Change” One year on document produced March 2017 and further actions to be taken during 2017/18. Being the Change Part 3 to be in place April 2018</p> <p>Service and work force planning sessions took place in early 2018 and this has also been used to feed into the annual audit planning.</p> <p>Consultation on savings for 2018/19 and 2019/20 proposals will continue.</p>	This is now a continuous process with proposals consulted on as and when is appropriate rather than restricting consultation only to the period during which the service and financial planning strategy is being prepared.
2.	Preparations for the revised external audit arrangements.	AD Finance & Human Resources/ AD Governance, Procurement & Commissioning	<p>The PSAA procurement process is complete and T&W external auditors for 18/19 onwards are Grant Thornton. A meeting is to be held with them regarding their expectations.</p> <p>Continuing to work towards an updated final accounts timetable Draft accounts by 31st May (instead of 30th June) and audited accounts by 31st July instead of 30th September.</p> <p>Tender exercise underway for the recruitment of External Auditor to undertake benefit subsidy claim. This is due to be completed by June 2018.</p>	<p>Initial meetings have been held with Grant Thornton who have also attended the Council’s Audit Committee.</p> <p>The draft statement of accounts for 2017/18 was approved before the end May and the audit completed by the end of July 2018 in accordance with the new requirements. A clean audit opinion was received by the Council. As mentioned above, discussions have begun with GT to plan for the 2018/19 audit to ensure a smooth process and the earlier deadlines are still met.</p> <p>Grant Thornton have been appointed to undertake the benefit subsidy claim</p>
3.	Implementation the Workforce Development plan, succession	Managing Director & AD	Organisation Delivery & Development Manager is leading on the implantation of	HR Policies are reviewed and updated on an ongoing basis in line with

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	<p>planning and priorities following restructure in Organisational Delivery & Development. Continue to update the management competencies, skills and associated training to meet revised organisational requirements.</p> <p>Review of Human Resources policies and procedures to support the priorities and organisational change. 121 framework to be adhered to across the Council</p>	<p>Finance & Human Resources</p>	<p>this Plan to support the organisation to embed workforce development plans, succession planning/single points of failure and training to support management competencies and skills.</p> <p>Human Resources policies have been prioritised and are being revised and renegotiated in line with these priorities.</p> <p>Corporate Workforce Development Plan has been agreed by SMT.</p> <p>AD's workforce and service plans are in place.</p> <p>Future Leaders programme is underway.</p> <p>Top 10 L&D needs are being delivered.</p> <p>Leadership & Management programme to commence April 2018.</p> <p>New approach to apprenticeships is in place.</p> <p>This year's certificate identified that due to reduced staff there are single points of failure, this is being managed through the sharing of information and issues fed into learning & development plans.</p> <p>Future Leaders have devised a new 121 framework to be used in 18/19.</p>	<p>employment law requirements and in readiness for the introduction of the HR/Payroll System</p> <p>New reporting requirements for Gender Pay Gap and TU duties have been completed.</p> <p>The Council has signed up to a number of pledges including 'Dying to Work', Time to Change (Mental Health) and the Carers Friendly Employer Pledge and has implemented policies to support these pledges.</p> <p>The Council was awarded Disability Confident (Level 2) accreditation and is committed to achieving Disability Leader (Level 3) accreditation. A programme offering Supported Placements is currently being implemented.</p> <p>A new APPD programme has been launched with an increased emphasis on linking the development of employees to the delivery of service plans whilst promoting wellbeing. This is linked to the introduction of a series of "Essential Learning" e-learning modules that all employees are expected to complete including "code of conduct" and "information governance".</p>

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				<p>New Management & Leadership programme commenced in April 2018. Focus includes financial management, procurement, good governance/decision making and people management.</p> <p>Guidance for managers and employees on the management of musculoskeletal conditions has been developed. A “take the stairs” campaign has been launched and access to physio therapy services aimed to reduce sickness absence costs is being developed.</p>
4.	Continue to deliver the improved processes and associated governance to deliver savings and service improvements across Early Help & Support (includes Adult Social Services).	AD: Adult Social Services/ AD Governance, Procurement & Commissioning	<p>A comprehensive reporting structure has been developed and is in place whereby, on a monthly basis, there is an officer Cost Improvement Plan meeting chaired by an Assistant Director to review progress.</p> <p>Teams have been assigned targets linked to the cost improvement plan. These targets will be used to determine sufficiency plans for placements over a four year period.</p> <p>There is a detailed Financial Monitoring Summary produced by the Finance Team and progress is reported to a Managing Director Challenge Group (chaired by the Managing Director with the Director for Children’s and Adults Services, two Assistant Directors and a representative of the s151 officer).</p>	<p>Governance remains in place as described for overseeing delivery of planned improvements. Governance is being strengthened to support work on developing further plans for integrating community, primary and social care at a neighbourhood level in line with plans for progressing work on a system wide Sustainability & Transformation Plan (STP) with our health partners.</p> <p>The new Adult & Social care system (Liquidlogic) has now been implemented and will improve processes and governance arrangements.</p>

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			<p>Following this progress is reported to a Member Challenge Group attended by the MD Challenge Group portfolio holder for Children & Adults, the portfolio holder for Finance, Commercial Services and Economic Development and the Chair of the Health & Adult Social Care Scrutiny Committee</p> <p>The Brokerage and Contract teams will focus upon driving out further efficiencies through effective procurement.</p> <p>The Council will continue to develop the usage and governance of the Better Care Fund.</p> <p>A project structure including governance and resources has been agreed by SMT for the implementation of one ICT system for children's and adults services over the next 2 years. Procurement costs have been minimised by joint working with Shropshire Council.</p>	
5.	Implement the governance aspects of the improvement plans arising from external reviews	Director: Children's & Adult Services and Director – Customer, Neighbourhood & Well-Being Services	Any governance issues arising from other external reviews during 2017/18 will be monitored by Senior Management.	Governance remains in place as described for overseeing delivery of planned improvements. Governance is being strengthened to support work on developing further plans for integrating community, primary and social care at a neighbourhood level in line with plans for progressing work on a system wide Sustainability & Transformation Plan (STP) with our health partners.

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6.	Ensure that senior management (including SDM's) engage and supports the implementation of the GDPR information governance requirements within their service areas.	SIRO/SMT & SDM's	<p>Information on requirements has been provided to SMT and has been updated. SMT have agreed a GDPR implementation plan which will be discussed at all management teams over the next few months.</p> <p>An intranet page has been developed and Learning & Development are supporting Ollie modules based on guidance produced. May 2018.</p> <p>This year's certification process shows that service areas are reviewing their processes to ensure compliance with GDPR.</p>	<p>SMT have supported staff completing GDPR training. To date over 10,000 GDPR training modules have been completed.</p> <p>The GDPR intranet page holds a number of pieces of guidance relating to different areas of GDPR.</p> <p>Audit/IG to ensure that the certification process for 18/19 includes GDPR requirements.</p>
7.	Ensure that the website contains relevant current information and is kept up to date.	AD Customer & Neighbourhood Services	<p>There is a new Intranet being implemented across the council, it has been identified as part of this year's certification process that teams are waiting for this update to avoid duplication. Training has been provided for authors as to how they can update their intranet pages following implementation of the new system.</p> <p>It has also been identified that Service areas are reviewing webpages to ensure they are GDPR compliant</p>	<p>The new intranet is due to be deployed in Feb 2019 and all authors have been trained. A project is in place to review all the pages on the council's website to ensure they remain relevant and fit for purpose and this is being informed by the lean service reviews which are being undertaken by the Digital Access Team.</p>
8.	Continue to develop and implement appropriate governance arrangements to support commercial projects.	Managing Director & SMT	<p>Governance processes in place and robust business cases and funding approvals are required for all activities.</p> <p>Work on-going on this action.</p>	Ongoing