

AGS ACTION PLAN FOR 2016/17 UPDATE DECEMBER 2017

Appendix B

| No | Action | Lead Officer | Original Comments | Status as at December 2017 |
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| 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.</p> <p>As part of the above service and work force planning on target for completion by Spring 2017.</p> <p>Consultation on savings for 2018/19 and 2019/20 proposals will commence during 2017/18.</p> | <p>There is continued development of the organisation.</p> <p>The workforce planning was completed as required. A refresh commences in January 2018.</p> <p>This has commenced and is ongoing.</p> |
| 2. | Preparations for the revised external audit arrangements. | AD Finance & Human Resources/ AD Governance, Procurement & Commissioning | <p>Council has elected into the Sector led body – PSAA – to undertake the procurement on our behalf. A report will be presented to the Audit Committee in September 2017 in respect to the outcome of the procurement process and they will make a recommendation for appointment by full Council by 31/12/17.</p> <p>Planning for revised final accounts deadlines for 2017/18 commenced in 2015/16 so there can be phased changes to practices. Draft accounts by 31st May (instead of 30th June) and audited accounts by 31st July instead of 30th September.</p> <p>Continuing to work towards an updated final accounts timetable for 2016/17 onwards.</p> | The PSAA procurement process is complete and our external auditor for 18/19 is Grant Thornton. |

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| 3. | <p>Implementation the Workforce Development plan, succession 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.</p> | <p>Managing Director & AD Finance & Human Resources</p> | <p>Learning & Development Manager now in post and leading on this to support the organisation to embed workforce development plans, succession planning/single points of failure (an issue highlighted by several SDM's in their AGS certificates) 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 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 apprenticeship is in place.</p> <p>Ongoing as per original comment.</p> |
| 4. | <p>Continue to deliver the improved processes and associated governance to deliver savings and service improvements across Early Help & Support (includes adult social services)</p> | <p>AD: Early Help & Support/ AD Governance, Procurement & Commissioning</p> | <p>Adult Social Services are now included with Early Help & Support Services. New structures are now in place with further revisions to the operating model coming into effect in 2017. Associated policies and procedures will also be launched in 2017. Service teams are now based in localities alongside other public and voluntary sector services.</p> <p>Teams have been assigned targets linked to the cost improvement plan. These targets will be used to</p> | <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>Separately 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</p> |

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| | | | <p>determine sufficiency plans for placements over a four year period.</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> | <p>and a representative of the s151 officer).</p> <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> |

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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 and Director – Customer, Neighbourhood & Well-Being Services | <p>The Ofsted action plan from the 2016 review will continue to be implemented and monitored during 2017/18.</p> <p>Internal Audit work in Children's safeguarding will be aligned to support and confirm implementation of these recommendations.</p> <p>Any governance issues arising from other external reviews during 2017/18 will be monitored by senior management.</p> | <p>The 'Getting to Good' Service Improvement Plan is monitored via regular work stream leads meetings and Children's Safeguarding & Early Help Management Team.</p> <p>Progress against the actions in the plan was reported and evidenced to our Ofsted Regional Lead Inspector in October 2017.</p> <p>A progress report will be presented to Children & Young People Scrutiny Committee in 2018 (date to be agreed)</p> |
| 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>A number of reports have been presented to SMT on GDPR.</p> <p>SMT have agreed the IG Teams suggestion on implementing GDPR requirements</p> <p>An intranet page has been set up on GDPR and training is available.</p> |

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| 7. | Ensure that the website contains relevant current information and is kept up to date. | AD Customer & Neighbourhood Services | <p>This year's certification process has identified that several teams are not keeping their web pages up to date and one reason is a lack of knowledge of how to do this. Appropriate support will be provided to ensure that Teams have the skills to keep them up to date going forward.</p> <p>On-going during 2017/18.</p> | <p>The Web Team are planning to relaunch the process for website authoring in the new year (February 2018) by asking SDM's to nominate a single officer for their service area who will become the Web Editor.</p> <p>This person will have dual responsibility for the internet and intranet sites for their service area, as well as being their social media champion.</p> <p>The role will involve them regularly reviewing website content, and working with web authors to update and improve content.</p> <p>A new programme of training will be developed for the Web Authors once identified.</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>On-going during 2017/18.</p> | On-going as previous comment. |