

AGS ACTION PLAN FOR 2018/19 FOR IMPLEMENTATION DURING 2019/20 – REVIEW OF RECOMMENDATIONS

No	Finding	Action	Lead Officer	Current status as at December 2019
1.	<p>Ongoing savings proposals and continued strategic management of organisational changes in respect to 'Being the change'</p> <p><i>Follow on from 2017/18 AGS action plan</i></p>	<p>Continued strategic management of organisational change in respect to "Being the Change part 3", continued reduced budgets, revised structures and commercial/ business approach which links to the continued development and implementation of revised governance framework.</p> <p>Further consultations on future savings.</p>	<p>Managing Director (Now Chief Exec)</p> <p style="text-align: center;">SMT</p>	<p>The budget for 2019//20 requires £6m of savings to be delivered. The regular Financial Management reports to Cabinet show that the Council is on track to end the year within budget.</p> <p>The budget for 2020/21 will require some additional savings to be identified which are set out on the service and financial planning report considered at Cabinet on 2 January 2020 and currently subject to consultation</p> <p>Future plans will be discussed when the new Chief Executive is in post</p>
2.	<p>All internal audits consist of an ethics questionnaire that is sent to a sample of specified staff to demonstrate their understanding of key corporate policies and whether staff feel supported. Results of these questionnaires demonstrates that some staff do not have regular 1:2:1 supervision or team briefs. Responses have also highlighted a lack of understanding of key policies such as the Gifts & Hospitality Policy. These findings have</p>	<p>New APPD framework to be adhered to across the Council.</p> <p>Staff to be regularly reminded about key corporate policies.</p> <p>A reminder to be given to managers in respect to regular team briefs / team meetings where corporate messages and priorities can be shared.</p>	<p style="text-align: center;">SMT/SDM Organisational Delivery & Development Manager</p>	<p>The new APPD framework has been launched and implemented across the organisation and guidance can be found on the intranet. The expectation is that all employees will have a review at least every 12 months.</p> <p>Feedback and lessons learnt from the new process was gathered from all managers during Summer 2019 and was used to update the paperwork for 2019/20-21.</p> <p>An annual reminder has been sent to the organisation to undertake APPDs</p>

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	<p>been shared when discussing individual audit reports with relevant SDM's & ADs and taken to SMT as part of reporting corporate recommendations.</p>			<p>for 2019/20-21 through our internal communications mechanisms.</p> <p>APPD briefing sessions have been advertised throughout Autumn/Winter with some additional 'how to get the best out of your APPD' being held early in 2020.</p> <p>APPD Lite pilot paperwork continues in relevant service areas with initial feedback being gathered from early pilots.</p> <p>Key organisational issues are communicated through managers meetings from SMT, Leadership Forums (3 times per year), Communications Champions meetings (quarterly), Latest News (daily on the intranet), Staff News (weekly summary) and The Word (every six weeks). Managers are expected to brief from these meetings on a regular basis and employees are expected to engage with these messages when they are sent.</p> <p>'Essential Learning' introduced and is a group of nine courses all permanent employees must complete every two years. They are essential to ensure that employees are aware of, and comply with, the legislation and policies. This includes:</p>

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				Adult Safeguarding Child Protection – An introduction Child Sexual Exploitation (CSE) Awareness Code of Conduct Cyber Security Equality Awareness Fire Safety Awareness Health and Safety Introduction Information Governance: The Basics
3.	<p>The results of the annual governance certification process highlighted that service areas are having difficulty recruiting. This, in addition to reductions in staffing, is creating single points of failure. However Service Delivery Managers are aware of these issues and where possible are putting measures in place to try and mitigate this.</p> <p><i>Follow on from 2017/18 AGS action plan</i></p>	<p>Embedding of the workforce development plans, succession planning to avoid single points of failure.</p> <p>Continue to update the management competencies, skills and associated training to meet revised organisational requirements.</p> <p>Identify the reasons why we are having difficulty recruiting and how we can retain staff.</p>	<p>Managing Director (Now Chief Exec)</p> <p>& AD Finance & Human Resources Organisational Delivery & Development Manager</p>	<p>A comprehensive review of the recruitment process and policy was undertaken. Findings and actions were reported to SMT in July 2019. Actions included</p> <ul style="list-style-type: none"> • An updated recruitment policy and checklist • Updated Jobs Page on Council's internet page with targeted sections on Children's & Adults Services • Advertising pilot targeted support difficult to recruit areas • WM Jobs system streamlined after Lean Review • Pilot of Employee Referral Scheme in My Options • Training in Recruitment and Selection reviewed • New starters improved joining processes to enable quicker and

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				<p>more effective induction to the Council</p> <p>Service Areas undertake workforce planning on an annual basis and aims to identify areas where skills gaps may be an issue, based on service area priorities for the coming year, and identify solutions.</p> <p>Workforce planning continues into 2020 which will consider any HR specific issues that services want to address in addition to any skills gaps e.g. recruitment and retention.</p>
4	<p>The results of the annual governance certification process has highlighted the need for further development of modern slavery awareness throughout the procurement process. Officers are following corporate guidance on modern slavery but as with all new initiatives further work is required to fully embed modern slavery checks throughout the whole procurement process.</p>	<p>Procurement Team Leader or SDM will talk at all AD teams meetings to raise the profile and explain the approach for training awareness and the links to each and every service team - to be complete by August 19.</p>	<p>Commissioning Procurement & Brokerage SDM.</p>	<p>Meetings have been booked for Commissioning, Procurement & Brokerage SDM to attend managers meetings to update them on modern slavery</p>
5.	<p>The annual governance certification process highlighted that service areas are aware that they are storing old and out of date records and they need to review the documents they are</p>	<p>There should be a review of all records/information stored and secure disposals made where appropriate.</p>	<p>SMT & SDMs</p>	<p>The IG Team are currently working on a retention policy refresh. Once completed this will be communicated to all staff.</p>

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	storing both in operational buildings and the storage unit at Stafford Park. This is to comply with the Data Protection Act 2018.			
6.	The results of the annual governance certification process has highlighted that service areas have experienced data breaches and potential near misses in respect to personal data. Where data breaches have been experienced, these have been reported to the Information Governance Team and managers have changed processes and procedures, where possible, based on lessons learned to prevent similar breaches occurring.	<p>Ensure all staff are aware of the Corporate Information Security Breach Procedure.</p> <p>Ensure staff have completed the IG training on OLLIE.</p> <p>Lessons learnt in respect to breaches are communicated appropriately.</p>	SIRO/SMT & SDM's	<p>The Corporate Information Security Breach Procedure is currently under review. This will include devising a new online form for reporting data breaches. A shortcut to this form will be on all officers' computers. Appropriate publicity will be given to the new policy to ensure all staff are aware.</p> <p>IG periodically receive a report from the Organisational Development & Delivery Team of new starters who have not completed IG training as required by the induction checklist. The DPO then follows this up with individual managers.</p> <p>All data breaches reported to the IG team require a form completing which mandatorily asks for lessons learnt to be documented.</p>
7.	The annual governance certification process demonstrated that service areas are aware that their intranet and web pages are not up to date but they are in the process of updating them.	Service areas should ensure that their intranet and webpages contain relevant and up to date information.	AD Customer & Neighbourhood Services	<p>2072 content pages on Corporate Web site for Editors to author</p> <p>127 nominated Editors across the council</p> <p>Quarterly network sessions held – 46 representatives have attended during 2019</p> <p>Upgrade to website now enables 'last updated' date to appear on all</p>

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	<p><i>Follow on from 2017/18 AGS action plan</i></p>			<p>pages effective from 6th November 2019 and Web services will undertake annual reports to share with Editors to support them know when and what to review</p> <p>Focussed work ongoing with School Performance and Development and Housing services to review content</p> <p><u>Actions for January 2020</u></p> <p>AD and SDM will be reminded of who their nominated Editors are and will be asked to confirm that this is correct for 2020</p> <p>AD and SDM will be advised of the quarterly network session dates and will share attendance during 2019 (we can add more if attendance increases)</p> <p>AD and SDM will be reminded to have web as standing team item as it is the front door to their service</p>
8.	<p>Staff should still be aware of investigating any commercial opportunities.</p> <p><i>Follow on from 2017/18 AGS action plan</i></p>	<p>Continue to develop and implement appropriate governance arrangements to support commercial projects.</p>	<p>Managing Director (Now Chief Exec)</p> <p>& SMT</p>	<p>This is ongoing, the Authority are continue to look at income generation and commercial projects.</p>