

Progress on 2016/2017 Gloucester City Council's Governance Improvement Actions

AGS Review Reference	Governance matters identified / actions taken	Target Date and Lead Officer	Position as at December 2017
<p>AGS Assurance Framework</p>	<p>Future Financial Sustainability / Efficiency Savings</p> <p>The Money Plan sets out the Council's strategic approach to the management of its finances and presents indicative budgets and Council Tax levels for the medium term. It also comments on the significant financial risks facing the Council in the forthcoming years and explains what the Council is doing to reduce those risks. The Money Plan forecasts indicate the need for a continued delivery of savings in each year of the Plan. In February 2016, Council approved the implementation of the target savings for the Money Plan 2016-21. In addition to savings in previous years further savings of £514m in 2016/17 were included. With the inclusion of settlement figures for 2017/18 and the assumption of further formula grant reductions over the life of the plan, further savings will be required.</p> <p>The financial gap is £1.475m in 2017/18 which rises to £2.861m by 2021/22.</p>	<p>Head of Policy and Resources</p> <p>31st March 2018</p>	<p>Detailed Budget Monitoring continues during the financial year.</p> <p>Progress on the delivery of savings targets is reported and monitored in detail, against a total in year savings target of £1.649m total achieved is £1.654m.</p> <p>Budgetary pressures and opportunities are reported to Overview and Scrutiny Committee and Cabinet on a quarterly basis also providing a forecast year end outturn position.</p>

AGS Review Reference	Governance matters identified / actions taken	Target Date and Lead Officer	Position as at December 2017
	<p>Due to the high levels of further savings required, the Council put in place a transformation programme called 'Together Gloucester' to deliver required efficiencies in line with the Council's Money Plan. Together Gloucester has been tasked to design organisational transformation while delivering the efficiencies the Council needs to deliver. Together Gloucester has been targeted to deliver £1m of savings in 2017/18.</p> <p>Actions: Close monitoring of budgets will be carried out in each financial year. Continuous monitoring of service pressures and ongoing focus on preventative support.</p>		

AGS Review Reference	Governance matters identified / actions taken	Target Date and Lead Officer	Position as at December 2017
AGS Assurance Framework	<p>Governance Arrangements – New Operating Model</p> <p>During 2016 the Council embarked upon an organisational transformation programme called Together Gloucester (TG). The process was subject to widespread consultation and reports were made to Cabinet and Overview and Scrutiny Committee in addition to group leader briefings. Staff and Trade Unions were consulted and specific workstreams were established to deal with HR and Communications, ICT, office accommodation, benefits realisation and governance.</p> <p>Actions: To develop and implement the new governance arrangements in relation to the City Council’s new operating model.</p>	Managing Director 1 st June 2017	Together Gloucester structure implemented as at June 2017, further transformation and governance work continues following this implementation.

AGS Review Reference	Governance matters identified / actions taken	Target Date and Lead Officer	Position as at December 2017
<p>General Data Protection Regulation (GDPR) 2016</p>	<p>Data Protection Issues</p> <p>The Information Commissioners Office (ICO) issued a monetary penalty notice against Gloucester City Council on the 12th June 2017. The fine relates to a hacking incident that took place in summer 2014. [In April 2014 a vulnerability called ‘Heartbleed’ was identified and a patch issued by the software provider. The ICO decision concluded that the Council did not take remedial action quickly enough to prevent a breach of the Data Protection Act 1998 security requirements]</p> <p>Actions:</p> <ul style="list-style-type: none"> ➤ Since 2014 the Council has made significant investment in IT security and equipment. The Council has Public Services Network (PSN) certificate of compliance and continues to work to ensure that all equipment is fully protected; ➤ Develop a GDPR implementation action plan; ➤ Commence work to implement the GDPR action plan; and ➤ Complete implementation work. 	<p>Head of Policy and Resources</p>	<p>GDPR action plan in place and Project Board and Team enabling delivery and implementation of GDPR requirements across the Council prior to deadline of May 2018.</p>

AGS Review Reference	Governance matters identified / actions taken	Target Date and Lead Officer	Position as at December 2017
Corporate Director's Assurance Statement	<p>Corporate Performance / Risk Management:</p> <p>The Council Plan details the priorities and strategic objectives of the Authority. Performance review and management against the Council Plan is needed to ensure internal and external (e.g. stakeholder) awareness and understanding of the Council's progress against the objectives and further action required.</p> <p>The Council has embarked upon a significant review and refresh of its approach to performance measurement, management and reporting. Investment has been made in a new Performance Management Software system (COVALENT) and following the implementation of Together Gloucester the Council will implement a comprehensive service planning process which will map the resources, priorities, projects and programmes, risk, deliverables, interdependencies, milestones and outcomes and establish effective performance management measures. The proposed process will involve review at one-to-one level with Heads of Service, strategic review at Senior Management Team and political review via Portfolio Holders and Overview and Scrutiny Committee.</p>	Head of Policy and Resources	In progress

AGS Review Reference	Governance matters identified / actions taken	Target Date and Lead Officer	Position as at December 2017
	<p>The refreshed process will be implemented during Summer 2017.</p> <p>Action: The review and subsequent implementation of the Council's corporate performance / risk management approach will ensure that they reflect the needs and the structure of the organisation.</p>		

AGS Review Reference	Governance matters identified / actions taken	Target Date and Lead Officer	Position as at December 2017
<p>AGS Assurance Framework</p>	<p>Workforce and Organisational Development Plan: A key element for development of the capacity and capability of officers to be effective. A Strategy will mitigate the risk of a lack of competence, probity and professionalism within the Authority leading to diminished performance, inappropriate behaviour, and failure to comply with governance arrangements.</p> <p>Actions: Corporate Director and HR Business Partner to finalise the Council's current draft Workforce and Organisational Development (OD) Strategy. Draft document to be reviewed by Senior Management Team (SMT) prior to formal approval process and roll out.</p> <p>The associated staff performance appraisal and talent management process is due to be implemented with effective from 1st June 2017 in line with the implementation of the New Operating Model.</p>	<p>Corporate Director / HR Business Partner</p> <p>June – September 2017</p>	<p>One of the design principles of TG is to retain and recruit staff with the right attitudes, skills and behaviours and we have used this change as a springboard to radically overhaul our processes and practice, including new role profiles, a new Employee Behaviour Framework that will be applied in recruitment and selection, a new appraisal and performance management system, staff induction and a talent management scheme. These sit alongside a new process and format for service planning and the procurement of a new performance management system (Covalent).</p> <p>All of these will feed into our workforce strategy that will be ready for the new financial year.</p>

AGS Review Reference	Governance matters identified / actions taken	Target Date and Lead Officer	Position as at December 2017
			<p>Specific progress includes:</p> <p>A draft OD plan is in place and will be considered by SMT on 30th January 2018. By nature, this is a 'rolling plan' and progress is made in delivery of bespoke training sessions for teams and staff.</p> <p>The interim HR Business Partner continues to support managers and new teams with specific OD/team building activities.</p> <p>We are recruiting for 9 level 2 apprenticeships; to start in the New Year.</p> <p>Mid-year appraisals were conducted for all staff between July –October and have informed the training and learning plan.</p>

AGS Review Reference	Governance matters identified / actions taken	Target Date and Lead Officer	Position as at December 2017
			<p>Whilst we have finalised and communicated our new talent management scheme, we decided to wait until the end of year appraisals to introduce this formally, giving new managers an opportunity to work with their staff before making assessments. Managers will receive training on the Talent Management scheme and this will be rolled out in March 2018.</p> <p>SMT have undertaken an assessment of aspects of our workforce strategy in November 2017; and these will be drawn into a workforce strategy ready for the new financial year.</p>