

APPENDIX A - Progress on actions to address the 2012/13 significant annual governance issues

Ref	Governance Issue	Actions	Measures of Success	Lead/s	Update on Progress
1	Possible weaknesses in people management	Commission and promote a new management training programme.	Increased participation	Fiona Morrison	Due to a review of the L and D structure and offer being undertaken a new programme has yet to be developed. Any new programme will be based upon service need and will likely to be around a flexible package of delivery options.
		Report to be progressed to Employment Committee following the review of the PDR process.	100% of staff to have a PDR. All services to be using the new template.	Gemma Limburn	The council's arrangements for PDRs are still felt to be inadequate, both in terms of the process and implementation. A report will be provided to Employment Committee once the arrangements have been reviewed and a proposal developed.
		Continue to monitor staff opinion survey results regarding staff satisfaction with management and leadership.	Increased satisfaction	Gemma Limburn with support from Tarnia Goodsell	The current Pulse and Staff opinion Surveys are being reviewed by the comms team in consultation with HoS and HR in relation to content, timing and purpose. The staff survey is currently run every 6 months. The 'Pulse' survey was held with staff in April 2013 and saw increased satisfaction across all measures (separate breakdown of full results available). The outcomes from the surveys will be analysed by HR and Comms team and an action plan put into place with services
2	Non-completion of financial rules training, resulting in non-compliance with Financial Rules	Parts A-D of Financial Rules to be uploaded onto PolicyHub	100% of relevant staff have read Parts A-D.	Lyn Graham/ Chris Ward	The financial rules have been finalised and will be published on PolicyHub. Training will be rolled out early in 2014, which will be co-ordinated by Paul Thomas.
		Parts E-G of Financial Rules to be finalised and uploaded onto PolicyHub	100% of relevant have read Parts E-G.		

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		Training programme on new financial rules to be rolled out.	Relevant staff have attended the training		
3	All posts that fall within the legislation need to be checked in line with the Disclosure and Barring Service guidelines that came into effect on the 17 June 2013	Recruitment to ensure that relevant guidance and advice is issued to the manager and candidate as required, checks are undertaken for casual employees, and the recruiting manager is aware of the correct process to follow.	All staff have up-to-date CRBs	Julie Barratt	Where applicable rolling checks are in place and all posts are assessed at initial recruitment to assess eligibility for DBS. Sessions have been done for social care managers, Recruitment Officers ensure new Managers or Managers that have not recruited for a long time are briefed.
		Disclosure and Barring Service Policy to be updated and uploaded onto	Current guidance available on Intranet		Has been uploaded onto Policy Hub
4	Business Continuity Plans could be strengthened	Services to participate in a table-top exercise within a year of producing the service business continuity plan to test the robustness of the plan.	100% services complete a table-top exercise	Kate Scott	Adult Social Care table-top exercise held on the 19 August for the wider management team as a follow up from the May exercise. A debrief report has been produced and circulated. Legal Services table-top exercise on the 8 October 2013 and a debrief report has been produced and circulated; this was submitted as part of their Lexcel Accreditation. The IS table-top exercise that was booked has been postponed until the new IS Business Manager is in post. Awaiting a date from HR, Legal and Performance for a Table-top exercise. A Business Continuity Plan Template has been produced for use by Portsmouth Care Homes; this is currently being trialled with 2 care homes.

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5	The Council's Equality and Diversity Strategy needs to be refreshed and compliance and monitoring of equalities duties could be improved.	Managers to ensure that all staff complete the equalities healthcheck (needs to be completed every 3 years).	100% of staff to complete	Fiona Morrison	Currently 945 staff are trained and up to date in equalities training which is around 25% of the workforce. However, in some cases training has been deemed unnecessary or has been achieved through different means. The requirement for Equalities Health Check training needs to be reviewed in relation to legal compliance in liaison with the E&D team. Currently attendance isn't mandated.
		<p>Set up an equalities project group with a range of service and member representatives to:</p> <ul style="list-style-type: none"> -Review our current guidance, the council's duties and the national policy context. -Feedback on the findings and recommendations within the recent LGA Peer Review letter. -Consider lessons from recent consultation activities. -Evaluate the previous approach of the FEG (Fairness and Equalities Group) -Inform the revision of the Council's Equality and Diversity Strategy (2010-13) and Single Equality Scheme (SES) - expires at the end of this year. -Review the current EIA (Equalities Impact Assessment) process and how it is monitored and enforced. 	<p>New Equality and Diversity Strategy and Single Equalities Scheme in Place</p> <p>Review of EIA process complete.</p>	Iwona Defer	Consultation on the draft Equality & diversity strategy 2014-17 took place between 1 st August and 31 st October 2013. The strategy and accompanying Equality & diversity action plan (based on the current Single Equality Scheme Plan) was presented to the Governance and Audit & Standards Committee for information on 7 th November 2013. The strategy was considered for decision by the Cabinet on 2 nd December 2013.
		Improve the quality of workforce data.	Better understanding of the diversity of the workforce	Penny Lane	The implementation of HR Self-Serve should enable the Council to improve the quality of its workforce data. The project was delayed due to technical issues. However, the pilot started in Jan 2014.

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6	Not all services are undertaking comprehensive succession planning	A review of workforce planning to be developed which will seek to identify and share areas of good practice and encourage the development of robust succession planning across all services.	Revised workforce planning approach in place.	Penny Lane/ HR Business Partners	A report went to SDB on workforce planning progress on the 13 th November. The report covered emerging themes and next steps. As one of the steps GL will be developing a Work Force Planning Strategy. A revised approach to workforce planning is now in place and the majority of services have developed plans for their workforce. The suggested format for workforce plans includes seven themes of which succession planning is one. In completing their plans, most services have identified succession planning as an area for improvement and work is underway to address this issue in a number of areas, for example through the use of trainee roles.
7	The approach to risk management needs to be fully embedded following the 2013 review.	Communicate the outcomes of the review and issue information and guidance to staff on the development of a risk culture and the 9 areas SDB require assurance on.	SDB receive assurances against the 9 specified areas from 100% of Services around risk management.	Lyn Graham	A draft risk register has been put together. A Risk Policy is being finalised and will be uploaded onto PolicyHub early in 2014. Training on managing risk, will be piloted by staff in culture during December 2013. The risk software is being re-developed to make it more user-friendly.
8	Performance management arrangements need strengthening	Adopt a corporate approach to the performance management of business plans including regular value for money reviews to use as a can opener for further discussion/action.	Better understanding of performance and expenditure across the Authority.	Kelly Nash	Q1 reports were completed across almost all services, providing an indication of where performance was strong, and where there might be some concerns across the organisation. It was agreed that the Q2 reports could be strengthened with a common format to be adopted, with a stronger focus on performance against key milestones and measures as opposed to narrative, and a focus on impact.

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					<p>These are now being analysed and a corporate report is to be produced setting out the position and identifying areas for further analysis. It is likely that recommendations for further enhancement will follow.</p> <p>In order to provide more focus to the conversation on corporate performance, a corporate "plan on a page" has been developed, setting out the key activities that need to take place if the organisation is to do the things it wants to do in the way it wants to do them.</p> <p>This plan will be communicated throughout the organisation with everyone encouraged to think about how they link in. In relation to value for money, a decision was taken to undertake pieces of work in the highest spending areas of the authority, starting with Adult Social Care and Children's Safeguarding and Social Care. Analysis is underway.</p> <p>There are also ongoing pieces of work in relation to Education (although this may now need refocusing) and the city's enterprise centres. Findings of all of these pieces will be reported back to Strategic Directors and Members.</p>

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9	The Council's approach to project management could be strengthened	Recommendations to be reviewed and inform work going forward. Strengthening of the role of the Corporate Programmes Board, and Project Directors around assurance and challenge. Assuring that all projects are managed appropriately by skilled, competent and qualified Project Management Professionals.	More robust project governance and assurance frameworks, an appropriately qualified and skilled internal PM resource.	Karen Jones	Work has started to look at the long term forecasting of projects and resources required. This will link in to the workforce planning strategy, to ensure appropriately skilled and qualified project and programme managers are available when needed. The reporting and focus of the Corporate Programmes Board has been expanded, and the links to the CPB registers and linking to a project portfolio approach. Also a targeted effort to bring project closure and lessons learned reports to CPB has increased key member and SD's level of challenge and questioning at gateway 5.
10	Member training and political development is not systematic nor sufficiently championed and would benefit from more robust succession planning	Review of the effectiveness of the current member support offer, approach to training needs analysis, the development offer (including succession planning arrangements), and information flow to members.	Review complete	Michael Lawther	A report has been drafted and includes a summary of the peer challenge actions, information regarding the current provision and a number of possible solutions based on improving member support, training and development needs analysis, information flow to members, and review of effectiveness. Michael Lawther took the report to the 9 December 2013 group leaders meeting, but this was deferred (rescheduled date tbc).
		Consider the introduction of a more systematic and tailored political development and training offer for Councillors including the introduction of tailored Personal Development Plans and member training and development champions.	Increased member participation in non-compulsory training		

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11	There is scope to improve the council's relationship with the Voluntary and Community Sector	Revisit the compact and use this process to establish rules of engagement both strategically and tactically.	New compact in place.	Rob Watt/ Mandy Lindley	The compact is currently being revised by a small working group comprising of members of the VCS in the city and PCC representatives. Following a consultation period it will be re-launched in the Spring of 2014.
		Consider a member portfolio for the Voluntary and Community Sector	Considered and implemented if necessary		Cllr Hugh Mason is the Cabinet Lead for the voluntary sector.
12	There is scope to further develop the Cabinet and Strategic Directors Board as one team, with shared goals and expectations.	Consider building the capacity of Cabinet and the Strategic Directors Board as a single leadership team.	Considered and implemented if necessary	David Williams/ Cllr Gerald Vernon-Jackson	The recommendation has been considered by the Strategic Directors Board. Strategic Directors to discuss the proposal with Cllr Gerald Vernon-Jackson, Leader.
13	There is scope to improve the articulation of the council's corporate vision	Consider the Peer Challenge recommendations to develop a more compelling narrative for Portsmouth as a place and as a community and to outline financial and other challenges over the short, medium and long term and how the council plans to deal with them.	Improved articulation of the Council's corporate vision.	Strategic Directors Board	<p>The budget savings proposals for 2014/15, budget pressures, council tax and capital programme were discussed at Full Council October 2013. The paper outlines a financial strategy for 2014/15 and beyond, and sets the overall aim as: "In-year" expenditure matches "in year" income over the medium term whilst continuing to drive towards the regeneration of the City and protecting the most important and valued services.</p> <p>An update will be cascaded to all staff on 5th December 2013.</p> <p>There are no plans to produce a corporate plan.</p>

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14	The Shaping the Future Programme would benefit from more robust programme management arrangements	Develop a high level programme narrative.	More rigorous programme management.	Bev Lucas/ Nicola Waterman	<p>Working with the Business Leaders Group and individual work stream chairs, we are currently in the process of creating individual work plans for each of the ten work streams. The work plans include the high level actions (from regeneration strategy and Business Growth & Skills Plan) that the work stream is contributing to, details of the activities that the work stream will undertake in the year ahead to deliver/contribute to delivering the high level actions, measures of success in relation to these activities and identifies the KPIs that the work stream is contributing to (directly or indirectly). The suite of KPIs (for both the regen strategy and BGSP) is similarly being developed and awaits final sign-off. Work plans and KPIs will be in place by the end of 2013.</p> <p>The last progress report was taken to Cabinet in February 2013. These were originally six-monthly, but we propose moving to an annual reporting cycle to reflect the timeframe within which you would realistically expect to see progress against such high-level actions.</p> <p>A Shaping Conference has been scheduled for the 18 November. The day will be a mixture of debate, keynote speakers, presentations and information stands</p>
		Increase the robustness of governance arrangements in relation to economic growth and regeneration by reviewing performance management arrangements for Shaping the Future of Portsmouth to ensure clarity around ownership and delivery of the actions and that actions arising from the Business Growth and Skills Plan are fully integrated.			
		Regular monitoring of performance against the indicators, with progress reports to the Business Leaders Group and Cabinet.			
		Hold an annual Shaping the Future Conference to communicate the development of the programme.			

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15	A number of governance issues were raised as a result of the safeguarding peer challenge	The Portsmouth Safeguarding Children Board (PSCB) has been responsible for the governance for the issues arising from the LGA Safeguarding Children Peer Review. All of the 'areas for consideration' highlighted by the Peer Review feedback letter have been mapped against existing action plans in all partner agencies and the Board was assured that all of them are covered through existing actions. The progress against these actions is monitored through the work of the PSCB's Monitoring Evaluation and Scrutiny Committee which regularly reports to the PSCB.	All immediate actions to be completed.	Hayden Ginns (Safeguarding Manager due to be in post from Jan 2014).	<p>The mapping of actions from the Peer Review into existing plans was completed.</p> <p>There remains however a need to re-review the actions to ensure there has been progress against all the areas, particularly those that were not able to be linked to existing plans.</p> <p>This is planned for early 2014</p>

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16	There is scope to strengthen procedures around data protection.	All staff to ensure that confidential/personal data is locked away. Spot checks to ensure that this is taking place. Introduction of new Multi-functional devices to ensure locked printing.	Reduction in the number of data breaches	Heads of Service	Following recent Audit carried out by Internal Audit following actions agreed:- Legal Services - have undertaken to lock items away within the mezzanine and a follow up showed that files are now securely held. Children's Services - took action to inform all staff and to provide locked drawers and cupboards where needed. A follow up showed still some information is not being locked into drawers at night and further actions taken with individuals and with training and awareness. All other Heads of Services informed of individual circumstances and actions taken by those Heads of Services with individuals concerned. Roll out of new MFD's will ensure individuals have to log in to print, reducing the risk of picking up/sighting data in error. Policy Hub to be used to delivery training on how to use MFD's. Audit carried out a spot check week commencing 9 th December 2013.
		Services to delete or archive confidential/personal data that is no longer required whilst ensuring that data retention requirements are met.			Corporate Information Governance Panel to consider how regular programme of destruction can be implemented authority-wide
		Relevant staff to undertake information governance training.			All staff to undertake on-line training. Lyn Graham/Dave Ingram looking at how reporting functionality can be improved to ensure those who have not undertaken training or failed are reported to managers.

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17	The December 2012 budget and performance report forecast a significant overspend on the assisted home to school transport budget.	<p>Michael Lawther and Julian Wooster will liaise with Chris Ward (Head of Finance and S 151 Officer) to discuss the exception raised as a result of this review and to agree a resolution to the forecast overspend for 2013/2014.</p> <p>Review of the eligibility criteria for home to school transport, the application and assessment process for determining eligibility and the mode of transport used to meet eligible children and young people.</p>	Reduced overspend in 2014/15.	Julian Wooster/ Michael Lawther/ Chris Ward	<p>The council is consulting on a number of proposals (closes 24 January 2014), which if implemented will enable better control of spend whilst ensuring a fair and consistent process. Feedback from the consultation will be shared with Cabinet on 3 March 2014.</p> <p>*We would only provide free transport assistance over and above the statutory requirement if there were exceptional circumstances.</p> <p>*Applicants who wish to be considered under exceptional circumstances would need to provide a recent summary of the child and family's history and information about their needs on a new form called a Common Assessment Framework (CAF). A medical, educational or social care professional could help the family complete the CAF.</p> <p>*Any transport assistance offered would always be the most suitable lowest-cost option.</p> <p>*All applicants would need to go through the same process, using the same single application form.</p> <p>*Applications would need to be made annually, and would need to include an up-to-date assessment of need that considered the child and the family's circumstances.</p> <p>*Free transport assistance would be offered according to a number of principles.</p>

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18	Work undertaken by the Building Control Surveyor is not checked.	The department is currently being restructured and at the time of the audit there was no Building Control Manager in position. The building regulation charge calculation sheet will be reviewed to ensure that the base calculation is clearly recorded. In the interim period the calculation sheets will be spot checked by the Head of Planning Services.	Spot checks carried out on a regular basis.	Claire Upton-Brown	A Building Control Manager is now in post. The standard fees applied are entered onto a charge sheet which is attached to the file, which are spot checked. Where estimated fees are required a programme prepared by Fareham is used.
19	The Accounts Receivable Audit revealed errors in the completion of credit note request forms, reducing our control over preventing fraud.	A new monitoring process is to be implemented to enable potential review of all credit notes raised. Monthly reports are to be produced by the Accounts Receivable team and nominated finance officers will be responsible for monitoring and verifying the validity of the credit notes raised in their area of responsibility. Evidence of the monitoring conducted will be noted on the report generated.	New monitoring process successfully implemented	Chris Ward	This action has been completed.
20	There are public buildings that do not come under the auspices of the Council to undertake legionella testing and these include, for example, some schools and the Pyramid Centre	The Port Senior Building Surveyor has stated that "tanks will be lagged and temperature gauges fitted as well as procedures for flushing before use. This, together with the rigorous testing regime that is employed in the rest of the site, will reduce the likelihood of any problem".	More consistent testing and monitoring	Jon Crawford	Action complete - Portsmouth International Port management team have adopted the Councils' new corporate legionella management policy and now pro-actively work with the Corporate Legionella Advisor to ensure compliance with corporate policy and UK legislative requirements.

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		A Corporate Legionella Management Policy will be introduced by the Health and Safety Manager.		Frank Regan	Action complete - Corporate Legionella Management Policy agreed at SDB level and published on 1 st July 2013.
		Letter to go to all schools explaining their responsibilities and for PCC Schools a process to demonstrate compliance.		Jon Crawford	Action complete - Mike Stoneman (Strategic Commissioning Manager, CFL SSE) completed this action on 21 st October 2013.
		New management of the Pyramids by BH Live will have contacts in place for Legionella testing/monitoring and management. These will be audited annually as part of the annual inspection of all the Pyramids.		John Bean	Action complete - Pyramids (as with other properties of this nature) are subject to audit in accordance with corporate policies and service-specific policies (Housing and Property Services) and any non-conformances identified will be addressed in accordance with contractual agreements and UK legislation.
21	The Financial Controller post at the MMD is an authoriser as well as the administrator for Sage and is therefore vulnerable to either be in a position to commit a fraud or at risk of accusations of fraud.	The Financial Controller to be removed as an administrator of the Sage Payroll system.	Financial Controller removed as an administrator.	MMD (Shipping Services)	Lyn Graham contacted the MMD to check progress in December 2013.
22	MMD cannot evidence which staff access levels to Navision (a finance and distribution system).	The IT Administrator will analyse the different security groups in Navision and detail the access rights they have. The users in each security group will then be reviewed by the Directors and amendments will be made as necessary.	Clear and appropriate staff access levels		Lyn Graham contacted the MMD to check progress in December 2013.

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23	Members of staff at the MMD who have access to Navision have the ability to amend supplier and customer details, including bank details.	<p>To improve segregation of duties, the setting up / editing of supplier accounts need to be restricted to the Management Accountant and, in their absence, by the Desktop Support Analyst. The Financial Controller will check all payments and will sample check that bank details on the forms are correct.</p> <p>Purchase Ledger BACS payments are created / exported from Navision by the Purchase Ledger Clerk and transactions imported into Lloyds Link are frozen so that amendments cannot be overwritten by any authorised officer without cancelling the initial entry, preventing amendments outside of Navision.</p>	Restricted editing rights.		Lyn Graham contacted the MMD to check progress in December 2013.

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24	The Client Affairs Team takes responsibility for the finances of Social Care clients incapable of managing their own affairs, acting as their Deputy through an application to the Court of Protection. It was confirmed that there were no formalised procedures on how to deal with client property searches or records that need to be kept.	Formalised procedure to be put in place that covers client property searches and also a template for recording items that have been removed from clients homes. A copy of the procedure and template has been provided to Internal Audit and a follow up audit will review its application.	Clear, formalised procedure in place.	Julian Wooster/ Rob Watt	There is a formalised process in place regarding property searches and the removal of goods. Both the procedure notes and the log sheets have been communicated to staff and documents stored on the shared drive. Internal Audit have received a copy of the processes and are happy with the safeguards in place.
25	There are a high number of critical and high risk exceptions and therefore only limited assurance on the effectiveness of internal control framework can be given.	Internal Audit to work with Heads of Service to improve specific areas of control weaknesses.	Less critical and high risk exceptions identified in the 2013/14 Annual Audit Opinion	Lyn Graham	The high risk areas are largely contained within 2 areas of focus. Effort has been concentrated in these areas and the issues are being addressed.
26	Surveillance and product details need to be recorded at cancellation of Authorisation.	The OSC Inspector has issued their report which found that all previous recommendations had been actioned, that PCC has raised their compliance to a high level and make one recommendation regarding recording of surveillance details and product at the cancellation stage.	Policy to be revised.	Lyn Graham	Policy and application forms have been updated and re-issued.

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27	There is scope to strengthen the governance arrangements for the Joint City Deal between Portsmouth and Southampton	Formation of a City Deal Joint Statutory Committee (JSC) comprising of the two Cities, Solent LEP, and other Solent Local Authorities, together with an invitation to key statutory agencies party to the deal (Highways Agency, DFT, HCA, DEFRA family, DWP and SFA) to work with the JSC.	Unity of policy making for the local area	David Williams/ Robert Parkin/ Mark Heath (SCC)	<p>A non-legal entity group comprising of leaders from Hampshire County Council, Portsmouth City Council, Southampton City Council, private sector representatives and representatives from the Solent Local Enterprise Partnership has been formed.</p> <p>Terms of reference are being worked up and each Local Authority is responsible for approving the creation of their non-legal entity at their Cabinet or Council meeting.</p> <p>A Secretariat needs to be established. This should be complete by January 2014.</p> <p>Mark Heath from Southampton City Council is leading on these actions.</p>
28	Operating within the new public health arrangements.	Increase awareness across members and officers of the City Council's public health responsibilities and implications including through the following: Discussion with lead member and other relevant portfolio holders, Briefing notes to all Members CTB presentation, Team Brief information.	Budget decisions supporting key public health priorities	Andrew Mortimore	Through the Council's regular communication channels news of public health services and activities are regularly presented, including team brief. Reviews/updates of all public health services have been scheduled for cabinet member briefing, and CTB has a presentation and session on public health. Further briefings of members and staff are being planned for the new year, when the Council's new DPH will be in post.

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		Embed the Health and Wellbeing Board as a committee of the council and an effective partnership providing strategic direction to the council and CCG's approach to improving the health and wellbeing of local people.	Continued engagement of key partners. Delivery against priorities in agreed Joint Health and Wellbeing Strategy	Andrew Mortimore/ Julian Wooster	The Health and Wellbeing Board has stepped up to its new role and, as well as delivering the Joint Strategic Needs Assessment and a Health and Wellbeing Plan, is leading and coordinating partnership work around some of the key system issues for the City. This includes the continuing transformation of out-of-hospital services to a more integrated, person-centred model. The Board is meeting for development sessions to ensure it is able to meet the increasingly demanding role of system leadership and coordination.
		Ensure effective relationships are maintained with institutions including providers and commissioning groups that make up the local health system.	Effective inter-agency working.	Andrew Mortimore/ Julian Wooster	Key relationships continue to be developed and improved through Board to Board meetings, the Integrated Commissioning Board, Children and Young Peoples Trust and the Health and Wellbeing Board (amongst others)
		Ensure Public Health resource allocation achieves intended maximum health gain and outcomes through appropriately evidenced and evaluated intervention activity.	Difference in life expectancy and healthy life expectancy between communities is reduced. Outcome indicators demonstrate improvement	Andrew Mortimore	There is ongoing work to match the "ring-fenced" public health budget to Council provided or commissioned services that will deliver improvement in key health outcomes. Most outcomes will change over years rather than months, and methods are being developed to ensure the most effective use of resources across a range of potentially competing priorities.
		Resolve outstanding information governance issues with access to NHS data and information in line with national guidance and enabling legislative changes.	Relevant NHS data and information is made available and appropriate governance arrangements in place	David Price	Some work-arounds have been developed that ensure key information requirements can be delivered within information governance rules, but the national issue of access to patient/client identifiable information by local authority public teams remains unresolved. Representations have been made to Public Health England and their Chief Knowledge Officer.

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		Embed Public Health objectives into council decision making, for instance, by using Health Impact Assessments to support process.	Health is incorporated into decision making	Matt Smith	An externally funding programme of training events on Health Impact Assessment has been planned for the Council over the next three months. Public Health briefings are also taking place with Heads of Service and respective Senior Management Teams linked to redistribution of grant funding.
29	The Council is letting the Brunel wing of the Civic Offices and as a result will be reconfiguring the Civic Offices	Ensure regular communications about the new culture of mobile and flexible working are cascaded to staff.	Staff are kept informed and comply with the new ways of working.	Tarnia Goodsell	Civic office staff received detailed information to update them on new approach to flexible working and progress of the bid/tenant search in April and July. Information for all staff was included in the June and August 'Team Brief'. As services have become affected they have been offered corporate support to adapt to new working style (see below)
		Develop a culture change package to support 'working anywhere' based on a new management style.		Kelly Nash	Package of support communications and staff engagement, including: <ul style="list-style-type: none"> • Manager support workshops to share positive experiences, case studies and overcome barriers (also available at team level) • Manager handbook gives policy information as well as guidance and advice on preparing and managing team for more flexible working and prompt and guidance for reviewing/amending processes to adapt to new approach. • New 'flexible working policy' developed to complement new approach and update previous policy which focussed on exclusive homeworking