

APPENDIX A - Progress Update on 2012/13 Annual Governance Issues

Ref	Governance issue	Actions	Measures of Success	Lead/s	Update on Progress	Roll over to 2013/14 AGS?
1	Possible weaknesses in people management	Commission and promote a new management training programme.	Increased participation Increased satisfaction with 'my manager' as reflected in the pulse / Employee Opinion Survey Qualitative and quantitative data from managers as to impact on their practice	Roland Bryant	The Leadership & Management Programme (LAMP) reached the end of its planned lifespan in 2013 with over half of all managers (across all services) attending at least the Introduction module. It was planned that after LAMP, a review would be undertaken of organisational needs around leadership and management. This piece of work commenced in March 2014 and was on-going until late spring. This work will inform the creation of the new offering for management development but is likely to be around a flexible package of options (e.g. classroom based, peer support, action learning, coaching etc.). A series of courses is about to be launched on MLE that will support managers with day to day management tasks as this has been identified as being a priority by managers. In the longer term we will be developing training to support managers to identify areas for efficiencies, be more entrepreneurial and support the change process. A plan to increase the number of Action Learning Facilitators within L&D to support management development is in place and pilot Action Learning sets are running in order for us to evaluate the benefits of this approach.	<b>No</b>

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	Possible weaknesses in people management	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. Qualitative and quantitative data from staff members as to the value of the process	Roland Bryant	<p>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.</p> <p>Whilst 100% compliance is the desired outcome, this does not enforce or assess the quality of the interaction nor the value for the manager and staff member. Any new process will need support and communication about making the experience valuable and worthwhile</p>	<b>Yes (Ref 5)</b>
	Possible weaknesses in people management	Continue to monitor staff opinion survey results regarding staff satisfaction with management and leadership.	Increased satisfaction	Rachel Richardson 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). It was planned that the outcomes from the survey would inform an action plan with services, but this only happened on a very ad hoc basis. For future surveys to have value, a plan for 'what happens next' will need to be in place from the outset.	<b>No</b>

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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.	Chris Ward	The Financial Rules have been finalised and published on PolicyHub. Training is being updated and will be rolled out by January 2015, this will be co-ordinated by Paul Thomas.	<b>Yes (Ref 3)</b>
		Parts E-G of Financial Rules to be finalised and uploaded onto PolicyHub	100% of relevant have read Parts E-G.			
		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 checks	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 completed for social care managers, Recruitment Officers ensure new Managers or Managers that have not recruited for a long time are briefed. All questions/queries of compliance are funnelled to the lead counter signatory for investigation / answering. Compliance is high and the regulations are enforced.	<b>No</b>
		Disclosure and Barring Service Policy to be updated	Current guidance available on Intralink		Guidance on Policy Hub is in line with current legislation. New FAQ is under development for publication on new staff intralink.	

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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	Public Health Business Continuity Plan produced and a table top exercise held on 4 March. Complete review of BC Plans for HR, Legal and Performance and a joint table top exercise held on the 10 March. An internal audit of Business Continuity completed January / February 2014 identified several actions. The Civic Contingencies Unit and IS produced a joint paper considering the actions and summarising recommendations which were delivered to SDB July 2014. Recommendations and a range of options have been produced and these will be delivered to Informal Cabinet for decision in September, at the request of SDB. Services that have not completed a tabletop exercise have again been offered by the BC lead to facilitate an exercise. To date two services have scheduled for October 2014.	<b>Yes (Ref 6)</b>

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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.	Set up an equalities project group to: review guidance; feedback on the peer challenge findings; consider lessons from recent consultation activities; evaluate the previous approach of the Fairness and Equalities Group; inform the revision of the Council's Equality and Diversity Strategy (2010-13) and Single Equality Scheme (SES); and review the current EIA process.	New Equality and Diversity Strategy and Single Equalities Scheme in place EIA process reviewed and in place	Iwona Defer	A new Equalities strategy has now been approved by Cabinet and Governance, Audit and Standards; the refreshed strategy is a more interactive document which provides opportunities to look at data and information more dynamically. A review of the Equalities is currently underway, and as part of this work, discussions are taking place with neighbouring authorities to see where there is scope to share services.	<b>No</b>
		Managers to ensure that all staff complete the equalities healthcheck (needs to be completed every 3 years).	100% of staff to complete		There are currently discussions taking place with the policy holder for Equalities (Louise Wilders) about the role and purpose of training within meeting our organisational obligations. SDB and CTB are also taking an active role in defining the future of mandatory equalities training as part of a wider review of mandatory training. It is likely that the results of these discussions will be known by early spring 2014.	
		Improve the quality of workforce data	Better understanding of the workforce		The implementation of HR Self-Serve should enable the Council to improve the quality of its workforce data. The pilot is currently underway.	

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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.	HR Business Partners	A report went to SDB on workforce planning progress on the 13th November. The report covered emerging themes and next steps. As one of the steps HR 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. Services have developed workforce plans which are a flexible tool used to highlight key challenges for the services and how these can be managed. Business Partners work closely with services to ensure the themes identified within the plans are integrated into working practices. Examples of this can be found in relation to organisational change, services are planning far more in advance and utilising natural turnover more effectively they are also identifying posts across their businesses which apprentices could fill, the current number across PCC stands at 10 employed in PCC, 15 progressing via recruitment, with the potential of a further 4 more. We are on track to exceed the target of 25.	No
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 has been published on PolicyHub. Training on managing risk, has been piloted by staff in culture during December 2013. The risk software is being re-developed to make it more user-friendly. A report on current risks went to SDB July 2014. Risk software is still being reviewed.	Yes (Ref 7)

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8	Performance management arrangements need strengthening	Adopt a corporate approach to the performance management of business plans	Better understanding of performance and expenditure across the Authority.	Kelly Nash	Discussions on performance management have concluded that there does need to be more rigour, clarity and consistency, and the quarterly reporting is now done to a common template and more challenge is being offered. The link with risk management is being explicitly explored. For further information, please refer to Kelly Nash's quarter 4 performance monitoring report.	<b>Yes (Ref 8)</b>
9	The Council's approach to project management could be strengthened	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/ Rob Rimmer	More detailed work has commenced on the commissioning and external spend to support major projects. This will link not only to the workforce planning around skills, but also inform the re-commissioning of the professional services framework. The inclusion of more non-capital programmes and projects at CPB has broadened the discussions, and has created a much more rounded discussion on projects. There continues to be a shortfall on project management capacity internally. The recent changes to portfolio underspends has been discussed at CPB in relation to feasibility funding, and this will be communicated out to project managers. There also continues to be a closer link between major corporate risks / chief internal auditor and the major projects forum.	<b>No</b>

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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 paper has been drafted that summarises the current training offer and recommendations for a more systematic and tailored political development and training offer. The paper will be progressed to the next group leaders meeting.	<b>YES (Ref 15)</b>
		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			
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	A full review of the Compact has taken place, and has been presented to resources Portfolio during consultation and on its conclusion. Councillor Lee Mason portfolio lead for Resources Portfolio signed the compact agreement on behalf of PCC on 17 <sup>th</sup> July 2014. Other organisations will now be invited to sign up to the agreement and promote partnership working under the compact branding. An implementation plan	<b>No</b>
		Consider a member portfolio for the Voluntary and Community	Considered and implemented if necessary			



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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	Cllr Hugh Mason (Cabinet Member for Resources) has been the lead member for the VCS, and work has been done to make this clearer to officers and the VCS. Cllr Mason chaired a summit as part of the Compact redraft, and has been active throughout the process, which has demonstrated the role clearly. The engagement with the sector is now easier, as an elected representative structure for the VCS is now in place.	No
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.	Kelly Nash/Paddy May/Strategic Directors Board	The narrative around the Great Waterfront City and how the city council is working to achieve this has now developed into the SDB plan on a page, and has been cascaded to all staff through team brief. The narrative should form the basis of business planning in 2014/15 and a wider programme of corporate communication. Work is ongoing to align this with performance management.	No

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14	The Shaping the Future Programme would benefit from more robust programme management arrangements	Develop a high level programme narrative and review 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.	More rigorous programme management.	Bev Lucas/ Nicola Waterman	Working with the Business Leaders Advisory and Workstream Chairs & LEP Groups, individual work plans have been created for each of the eleven workstreams. The work plans include the high level actions (from the 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 (as agreed at a meeting of the workstream chairs on 11 February 2014); and measures of success in relation to these activities. The work plans also identify the KPIs that the work stream is contributing to (directly or indirectly). The individual workstream work plans have been supplemented by a simple, one-page matrix that provides a summary of each workstream's priority actions to facilitate co-ordination of activity and avoid duplication. A suite of KPIs (covering both the regeneration strategy and Business Growth & Skills Plan) has been developed, although this may evolve further over time (reflecting changing priorities as objectives are met and new ones emerge). As agreed at Cabinet in February 2014, progress will now be reported annually, with the next update due early in 2015.	<b>No</b>

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15	A number of governance issues were raised as a result of the safeguarding peer challenge	Hold an annual Shaping the Future Conference to communicate the development of the programme	Raise awareness	Kathy Wadsworth	A Shaping conference was held on 18 November 2013 and included a mixture of debate, keynote speakers, presentations and information stands. The date and theme of the next Shaping conference has yet to be announced.	No
		The Portsmouth Safeguarding Children Board (PSCB) has been responsible for the governance for the issues arising from the LGA Safeguarding Children Peer Review.	All immediate actions to be completed.	Helen Donelan	The mapping of actions from the Peer Review into existing plans was completed. Action has been taken against all concerns raised where considered appropriate. A number of areas will continue to be a focus for improvement over the next quarter. 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.	
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/Lyn Graham	As per the Audit Plan, spot checks continue to be carried out without prior warning. All Heads of Services informed of individual circumstances and actions taken by those Heads of Services with individuals concerned. Roll out of new MFD's now means employees have to log in to print, reducing the risk of picking up/sighting data in error.	Yes (Ref 7)
		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			To be identified through PDRs	

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17	The December 2012 budget and performance report forecast a significant overspend on the assisted home to school transport budget	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.	Reduced overspend in 2014/15.	Julia Katherine/ Meg Southcott	On 3rd March 2014 Cabinet approved a number of changes to the allocation and provision of home-to-school and home-to-college transport assistance, which aim to create a fairer and more consistent system; protect and support vulnerable families in the City and bring about reductions in expenditure. The full recommendations and minuted decisions can be found on the PCC website under Cabinet papers.	<b>No</b>
		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.			Cabinet agreed to remove the current discretionary eligibility criteria for home-to-school/college transport assistance. Transport assistance will only be provided if the child/young person has a statutory entitlement or if the child and/or their family have been assessed as having exceptional needs.	
18	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. A more detailed update can be found in Appendix B, Update on previously raised critical exceptions of Lyn Graham's Audit Performance Annual Report.	<b>No</b>

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		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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19	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	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 1st July 2013.	Yes (Ref 9)
		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 21st 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. A more detailed update can be found in Appendix B, Update on previously raised critical exceptions of Lyn Graham's Audit Performance Annual Report.	

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20	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)	A more detailed update can be found in Appendix B, Update on previously raised critical exceptions of Lyn Graham's Audit Performance Annual Report.	<b>No</b>
21	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		Please see update provided by internal audit on critical exceptions identified during the annual internal audit report.	<b>No</b>

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22	Members of staff at the MMD who have access to Navision have the ability to amend supplier and customer details, including bank details.	To improve segregation of duties, the setting up / editing of supplier accounts needs to be restricted to the Management Accountant and, in their absence, by the Desktop Support Analyst.	Restricted editing rights.		A more detailed update can be found in Appendix B, Update on previously raised critical exceptions of Lyn Graham's Audit Performance Annual Report.	<b>No</b>



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23	<p>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.</p>	<p>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.</p>	<p>Clear, formalised procedure in place.</p>	<p>Julian Wooster/ Rob Watt</p>	<p>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.</p>	<p><b>No</b></p>

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24	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.	<b>No</b>

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25	Surveillance and product details need to be recorded at cancellation of Authorisation.	Update policy and application forms.	Policy to be revised.	Lyn Graham	Policy and application forms have been updated and re-issued. PCC has raised their compliance to a high level and make one recommendation regarding recording of surveillance details and product at the cancellation stage.	No
26	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)	Because of the final nature of the City Deal there was no need for any joint committee and the existing governance arrangements of the Councils is being used to oversee delivery of the City Deal with no need for joint accountability.	No
	Operating within	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	Janet Maxwell	Understanding the prevention agenda and prioritisation of public health priorities is still embryonic. Progress is being made through the H&WB and with political groups however there is still significant work to be done to achieve the balance of priorities setting to gain the best health outcomes for the city.	

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27	Operating within the new public health arrangements.	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	Janet Maxwell	As previously reported system leadership and co-ordination is very much an ongoing development area. The refresh and implementation of the Joint Health & Wellbeing Strategy will play an important role in helping to improve city-wide health issues. The strategy now features key public health messages and priorities.	Yes (Ref 10)
		Ensure effective relationships are maintained with institutions including providers and commissioning groups that make up the local health system.	Effective inter-agency working.	Janet Maxwell	This is an ongoing area of development.	
	Operating within the new public	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	Janet Maxwell	Work is progressing on a city-wide public health strategy and health outcomes plan to focus on key areas of the council where the greatest health gain can be achieved. Coupled with this is a complete review of public health services to implement an integrated healthy lifestyles service which is aimed at broader population behaviour change and health improvement	

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	health arrangements.	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	Access to NHS data is an ongoing national issue however, provision is being made to get access to hospital data. Locally an Information Governance Improvement Plan is underway. A major strand of this plan is the completion of the Health & Social Care Information Centre IG toolkit which has recently been submitted for approval.	
		Embed Public Health objectives into council decision making, for instance, by using Health Impact	Health is incorporated into decision making	Matt Smith	This remains an ongoing area of work which links with the implementation of the city-wide public health strategy and health outcomes plan.	
28	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	The conclusion of the Expression of Interest process for Brunel Wing in early July 2013 allowed a serious possibility to emerge, but also for thinking to develop further about the use of the wing. It is now agreed that a mixed economy of occupancy is the ideal scenario, and a procurement exercise has started for an innovation centre operator to take some of the space. In the meantime, the first commercial tenant has moved in, and the programme of decanting council staff continues.	<b>No</b>
		Develop a culture change package to support 'working anywhere' based on a new management style.		Kelly Nash	Programmes of communication material and staff workshops continue to run alongside office moves to provide staff with an opportunity to share their thoughts and address concerns in a supportive environment.	