

2017/18 ANNUAL GOVERNANCE STATEMENT ACTION PLAN

Governance Issue	Action to be taken Responsible Officer Timescale	Update as at 10 November 2018
<p>Contract Management</p>	<p>Develop and implement improvement programme to deliver the lessons learnt from recent contract failures and alternative delivery vehicle governance issues.</p> <p>Supplier Relationship Manager March 2019</p>	<p>On target</p> <p>The Supply Relationship Management Improvement Plan (SRM IP) established in late 2017 has continued to improve commercial transparency and build contract management skills. The SRM IP is governed at Member and Executive Director level and progress is reviewed monthly. There is a recognised community of interest to share experiences and to identify value improvement and risk reduction. All material contracts are recorded within the Contract Management Application (CMA) from which the reporting ensures contract delivery and importantly provides timely feedback on performance indicators. In addition to the SRM IP we now have an active supply financial viability assessment, this is completed for all major contract holding organisations and as required by BCC management.</p>
<p>Technology Services</p>	<p>Production of revised ICT Strategy including timescales for delivering key priorities.</p> <p>Executive Director of Resources November 2018</p>	<p>On target.</p> <p>Smarter Bucks Strategy is going to select committee on 13th November and then onto Cabinet in December.</p>

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Children's Services	<p>The following required improvements were noted in the July 2018 DfE report and will be embedded within the Improvement Programme:</p> <ul style="list-style-type: none"> • A revised early help offer that links much more closely with social care activity and an improved MASH and includes close attention to the content and understanding internally and externally of thresholds for intervention. • Investing specifically in leadership and management development for the SLT and, as already planned, for team managers. • Embedding a new organisational culture that will support social work practice. • This should include re-balancing a performance and audit framework in order to place an equivalent focus on the content as well as the metrics of case work performance. • To support this there needs to be a systematic approach to engagement with front line managers and practitioners to ensure they take full accountability for their own performance but also have a sense of transparency and ownership for the direction of the improvement work. • Reviewing the role and structure of the child protection conference chairs and Independent Reviewing Officers. • Developing a fully realised transformation plan that will set out a vision for how the service will deliver high quality social work and related services <p>Executive Director of Children's Services Update to be provided November 2018</p>	<p>On target</p> <ul style="list-style-type: none"> • The consultation on changes to early help services for children and families is live until 13 December 2018. • The service has been extremely fortunate to have recruited an experienced, competent Senior Management Team (SMT) with a proven track record. This team has now been together for six months and continues to discover examples of poor practice across the service • The implementation of the Children's Social Care Workforce Strategy continues to be a key priority. The workforce continues to receive significant investment and remains a major factor in delivering the necessary practice and Service improvements that are required to deliver the right outcomes for children and families as well as achieve an improved rating from Ofsted. • The service continues to actively focus on recruitment of permanent staff to replace agency workers and the percentage of agency staff is significantly down from over 25% in 2016. There has been a sustained reduction and it now fluctuates between 12-16%. This in line with the average for both England (16%) and the South East (15%). • The 'Beyond Auditing' pilot programme was subsequently launched at the end of April 2018 as part of the post-inspection activity to improve qualitative analysis and measure improvements, impact and outcomes for children. The 'Beyond Auditing' Quality Assurance Framework and programme of activity aims to promote and embed practice evaluation and assure the quality of practice as part of business as usual.

