

2017/18 ANNUAL GOVERNANCE STATEMENT ACTION PLAN

Governance Issue	Action to be taken Responsible Officer Timescale	Update as at 27 March 2019
Contract Management	Develop and implement improvement programme to deliver the lessons learnt from recent contract failures and alternative delivery vehicle governance issues.	<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. Three specific streams of work are currently being used to ensure the lessons learnt from recent contract failures and alternative delivery vehicle governance issues are addressed.</p> <ul style="list-style-type: none"> • All contract managers are being offered additional training, this is via Contract Management Development workshops, and two further Contract Management training events. • New and rationalised e forms and procedures for use of CMA • Additional financial validations conducted at audit level and on demand assessments <p>The SRM IP was presented to the Risk Management Group in December 2018.</p>

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Technology Services	Production of revised ICT Strategy including timescales for delivering key priorities.	<p>Completed.</p> <p>Cabinet approved the new Smarter Buckinghamshire Strategy (2018- 2020) in January 2019 and nominated the Technology and Digital Board to oversee and monitor the delivery of the Strategy and provide an annual update on progress.</p> <p>The Head of Technology Services Operations attended the Risk Management Group in December 2018 where it was confirmed that a full review had been carried out of the IT infrastructure and an IT Improvement Programme has been set up.</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>On target</p> <ul style="list-style-type: none"> • The service has been extremely fortunate to have recruited an experienced, competent Senior Management Team (SMT) with a proven track record. • 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. • Last year, Ofsted conducted two monitoring visits in July and December. Inspectors have reviewed the progress made in the arrangements for supporting children in need and children subject to child protection plans, respectively. On both occasions, Ofsted reported that the local authority is demonstrating early signs of improvement in some parts of the service; however, the quality of assessment, planning and intervention still remains too variable. • Ofsted's view is that the service has an accurate understanding of the extent of the challenge and a realistic improvement plan in place. Ofsted have also commented on the political and corporate support in place to assist the service's improvement journey. • During the last three months of 2018, pressures within the service peaked and caseloads for our social workers, in some teams, were much higher than the service would like. Despite these pressures, during December's monitoring visit, Ofsted reported that morale across the workforce is positive, with most social workers reporting that they enjoy working in Buckinghamshire and feel supported by their peers and managers. The pressures have eased more recently as a significant amount of time has been invested in closing and improving the throughput of cases, where appropriate, to alleviate the pressures. In addition, the application of thresholds in the MASH has also received substantial attention which is helping ensure that the right cases are progressed through the service. Further work is required on this but the early signs are promising. • The Service Director for Children's Social Care attended the Risk Management Group meeting on 14 March 2019 to provide Members with a detailed update on the Improvement Programme.

