

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO AUDIT COMMITTEE

6 SEPTEMBER 2018

REPORT OF THE CHIEF EXECUTIVE

AUDIT REPORT – HEALTHY ORGANISATION REVIEW – ACTION PLAN

1. Purpose of report

- 1.1 The purpose of this report is to present to Members the completed Action Plan in respect of the Healthy Organisation Review which was presented to Audit Committee at their meeting held on 28th June 2018.

2. Connection to corporate improvement objectives/other corporate priorities

- 2.1 This report assists in the achievement of the following corporate priority/priorities:

- Smarter use of resources – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

3. Background

- 3.1 As a consequence of resourcing issues within the Internal Audit Shared Service (IASS) during 2017/18, it was necessary to commission a number of reviews to be undertaken by an external provider. The South West Audit Partnership was therefore contracted to undertake a Healthy Organisation Review on five of the eight core functions of the Council.

- 3.2 The review was part of the 2017/18 Internal Audit Risk Based Plan and was undertaken on behalf of the Internal Audit Shared Service.

4. Current situation/proposal

- 4.1 The outcome of the Healthy Organisation Review was presented to Audit Committee at their meeting held on the 28th June 2018. Members were notified by the Interim Head of Finance that the Council's Corporate Management Board would focus on the high risk areas of the review and that these would be incorporated into an Action Plan.

- 4.2 Corporate Management Board have subsequently met and attached at **Appendix A** is the Action Plan for Members information and consideration.

5. Effect upon policy framework and procedure rules

- 5.1 There is no effect upon the policy framework and procedure rules.

6. Equality Impact Assessment

6.1 There are no equality implications arising from this report.

7. Well-being of Future Generations (Wales) Act 2015 implications

7.1 The well-being goals identified in the Act were considered in the preparation of this report. It is considered that there will be no significant or unacceptable impacts upon the achievement of well-being goals/objectives as a result of this report.

8. Financial implications

8.1 Effective Audit planning and monitoring are key contributors in ensuring that the Council's assets and interests are properly accounted for and safeguarded.

9. Recommendation

9.1 That Members give due consideration to the content of the Action Plan to ensure it addresses those key areas requiring attention.

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Chief Executive
6th September 2018

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Background Documents

None

Healthy Organisations Audit

ACTION PLAN

Theme	Area for Attention	Action	Owner	Due date /Completed
Governance – Effective Working Relationships	Feedback mechanisms should be put in place to measure the effectiveness of member/ officer relations.	There is standing provision for feedback and early warning any issues with officer / member relationships through the regular meetings of all group leaders with the chief executive	Chief Executive	completed
	The Corporate Induction Framework should be updated to refer to the Constitution and its associated Codes of Conduct.	The following will be updated to reflect the Constitution and its associated Codes of Conduct: <ul style="list-style-type: none"> • Corporate Induction Framework • Corporate Induction E-Learning Module • Corporate Induction Workbook 	Nikki Flower, L&D Manager	28 September '18
Governance – Code of Conduct	There is a Whistleblowing policy, but it requires updating as well as broader communication to all Council staff and for the update to be published publicly.	Completed?	Monitoring Officer	Completed
Governance – Transparency	The Council should regularly publish Freedom of Information requests and responses on their website.	This is under consideration but currently is not considered a priority. Publication requires translation into Welsh and the council is therefore prioritising	Monitoring Officer	No date set

		the most important information for publication (via the website)		
Governance – Induction and Development	The mandatory training list for members should be updated to include GDPR.	Completed	Monitoring Officer	Completed
Governance - Communication/ Stakeholder Consultation Governance - Communication	The Communications, Marketing and Engagement Team Plan should be updated to include the following: <ul style="list-style-type: none"> • how officers (or members) should handle a situation if they are approached for comment on a major issue, which could impact on the reputation of the Council. • how officers (or members) should engage and communicate with various stakeholders. 	Agreed	Communications Manager	End Nov 18
	The Communications, Marketing and Engagement Team Plan should be separated from an overarching Communication Strategy.	Agreed	Communications Manager	End of Nov 18
Risk Management - Strategy	Steps should be taken to ensure the Risk Management Strategy is understood at all levels of the Council, and not just at Senior levels.	The Council has reviewed arrangements for incident reporting and communication and publicity on those arrangements is to be combined with general awareness raising of the council's approach to Risk	Section 151 Officer	ongoing
Risk Management – Appetite/ Transparency	To improve the guidance to staff further, the Council should consider setting a numerical risk appetite value, which could be included within the risk management policy's	We agree with this recommendation. CMB have also asked that the numerical assessment of risks to be standardised around a 5x5 grid	Section 151 Officer	End Jan 18

	risk matrix to act as a visual aid to staff when considering risks. This numerical risk appetite value should be taken to Audit Committee as part of the current corporate risk register review schedule.	– this is more intuitive and in line with industry norms		
Risk Management – Decision Making	The standard report to members pro- forma should be updated to include a section regarding the assessment of risk. Current and residual risk scores should be provided within the risk section.	There are practical concerns about doing this. However the audit report notes that the council already identifies risk assessment at business case stage. Business cases are presented to members where they are asked to make a decision and this is a more practical way to address the issue identified	n/a	n/a
Risk Management - Transparency	The corporate risk assessment should be shared with other local authorities and bodies.	The corporate risk register is published on the council website (though we have deferred the latest iteration in order to reduce translation costs and the next revision will be translated)	Section 151 Officer	
Commissioning and Procurement – Strategy/ Transparency/ Policies and Procedures.	Although we understand there are plans to update them, the current Adult Social Care Commissioning Plan and Procurement Strategy include no reference to the present Priorities of the Council or the Public Contract Regulations 2015, which has an impact on transparency.	Both Plans have been updated	Director of Social Services and Wellbeing Monitoring Officer	Completed
Commissioning and Procurement	Arrangements should be made to ensure there is sufficient corporate	Following the directorate level restructure and creation of a	Monitoring Officer	March 2019

– Strategy	oversight of Commissioning across the Council.	New Chief Executives Directorate, a series of reviews are under way. Procurement / Commissioning is scheduled for the 4 th quarter of 2018/19		
Commissioning and Procurement – Commissioning Intentions	Commissioning Intentions should be publicly available for all areas of the council where commissioning takes place, and not just Adult Social Care.	As above although largely this has already been addressed by the publication of the contracts register	Monitoring Officer	March 2019
Commissioning and Procurement – Value for Money	Ensure that there are adequate performance monitoring, supplier support and management arrangements in place to address potential issues of the Waste Management Services supplier being able to fully meet their contract requirements.	Such arrangements are in place and in use.	Director of Communities	Completed
Commissioning and Procurement – Supplier Management	The authority can identify their 'Key suppliers' via the Corporate Contracts Register, but should consider creating either a central document, or separate Directorate documents, identifying key suppliers in their areas in terms of value, risk and business criticality.	Directorates dynamically assess risk associated with main contractors or suppliers. However more detailed assessments of a response to failure will be identified in the next refresh of business continuity plans	Emergency planning Officer (coordination only)	Jan – Mar 2018
	Consider inclusion within Directorate Business plans of a Key Suppliers List in terms of criticality and risk, with clear steps (or 'action cards') to follow in the event that a supplier becomes unavailable.	As above		

	The Business Continuity Plans for the Communities Directorate and for the ICT Service Group require update.	The ICT Business Continuity Plan was due for update by June this year. However this was deferred due to the relocation of the primary datacentre from Sunnyside House to Raven's Court as this will require a major rewrite of a large section of the ICT BCP. The relocation is due mid December 2018	Group manager ICT	Jan 2019
Project Management – Lessons Learned	Information on the success of projects should be collated centrally so that corporate oversight can be maintained over the outcome of completed projects.	Following the creation of the Chief executives Directorate the corporate arrangements for project management have been reviewed. A number of time consuming and low value added processes have been removed however a quarterly digest of projects is reported to CMB and the projects team have clear escalation routes to alert CMB to any major problems with projects – either individually or as a programme	Chief Executive	Completed
Project Management – Supporting Change	The project initiation documentation templates could require additional information in relation to cultural change and the likely impact upon staff.	The template has been updated to include this prompt – however we adopt a proportionate and scalable approach to project management and don't require rigid completion of all possible considerations for every business case	Chief Executive	Completed

Project Management – Supporting Change	Providing additional feedback mechanisms to staff may make proposals to change be better received, as recommended within the 2017/18 Ethics audit.	A number of additional feedback mechanisms have been implemented such as the staff survey and staff briefings by the Leader and Chief Executive	Chief Executive	Completed
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