

One Swindon Audit Report Recommendations – 30th September 2013: Information for Audit Committee 5th November 2013

NO	RECOMMENDATIONS	RESPONSIBLE OFFICER/DATE TO BE ACTIONED BY	MANAGEMENT RESPONSE AT TIME OF AUDIT.	MANAGEMENT UPDATE SEPTEMBER 2013
1.1	<p>The enablers outlined in the paper “One Swindon: One Vision – Translating Vision to Action” should be introduced.</p> <p>Priority: High</p>	<p>Head of Strategy and Research</p> <p>March 2014</p>	<p>Agreed.</p> <p>Work has already started on enabling work with GWH.</p>	
1.2	<p>The relationship between the One Swindon Partnership and the Health and Wellbeing Board should be defined.</p> <p>Consideration should be given as to whether it would be more effective to combine both Boards to ensure common goals are achieved effectively and to minimize duplication.</p> <p>Priority: High</p>	<p>Head of Strategy and Research</p> <p>October 2013</p>	<p>Agreed.</p> <p>We are in the process of defining what this could look like moving forward.</p>	<p>This has not moved forward at the moment. The One Swindon Board is currently committed to Public Sector Transformation and whilst there are links with the H&WBB the PST agenda is much wider than the remit the H&WBB holds. This could be considered again post April.</p>
1.3	<p>The 2012 Residents Survey should be considered as a baseline for measuring the progress of the One Swindon Partnership, along with any other relevant data available.</p> <p>Once baselines have been identified, targets should be set outlining the improvements expected through the One Swindon Partnership and the timescales.</p> <p>This will allow the Council to demonstrate that the One Swindon Partnership is moving in the right direction and making the difference expected.</p> <p>Priority: High</p>	<p>Head of Strategy and Research</p> <p>July 2013</p>	<p>Completed.</p> <p>The One Swindon annual report will do what the Staffs SSP progress report does.</p> <p>This report went to the One Swindon Board in June 2013 and full Council and partner boards in July 2013.</p> <p>There was also a session with Corporate Board, 8th July 2013, to ensure that One Swindon is fulfilling its potential.</p>	<p>The One Swindon year 2 Report was agreed by the Board in June 2013.</p>

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1.4	<p>A 2013/14 delivery plan should be prepared by the Leadership Board in conjunction with the Delivery Board. This should include:</p> <ul style="list-style-type: none"> • realistic and, identifiable projects • expected benefits • clear linkage to the One Swindon priorities and outcomes • timescales <p>New agreed business cases should be added as they are approved by the Leadership Board.</p> <p>The Delivery Board should meet monthly, as defined in its terms of reference.</p> <p>The reasons for the lack of meeting in 2012/13 should be identified and addressed to ensure future meetings are not cancelled.</p> <p>Priority: High</p>	<p>Head of Strategy and Research</p> <p>October/ November 2013</p>	<p>Agreed</p> <p>A One Swindon Delivery Plan will not be completed. However, there will be a plan with measures and milestones in place so that we can measure the impact of community budgets on One Swindon outcomes.</p>	<p>The One Swindon priorities have been subsumed into the Public Sector Transformation (formerly community budgets) agenda which the board is undertaking. Their ambition is to have a suite of transformational business cases ready to be in place in 2014/15 which will save the public sector money and create better outcomes for the people of Swindon. These will of course be measurable. The first set of outline business cases will go to the One Swindon Board in October, with further financial modelling work being completed between Oct-Dec.</p> <p>We are reviewing the terms of reference of the One Swindon Delivery Board to ensure that the right people are around the table – their meetings will be ad hoc and as and when over the next 6 months to fit in with the Public sector transformation agenda.</p>
1.5	<p>A consistent performance management process, including integrated project management reporting should be established.</p> <p>Priority: High</p>	<p>Head of Strategy and Research</p> <p>December 2013</p>	<p>Agreed</p> <p>There will be a performance framework linked to the community budget projects which will be agreed by the Board at the end of 2013.</p>	<p>This will be developed alongside the business cases and will go the One Swindon Board Away day in December.</p>

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1.6	<p>A risk register for the One Swindon Partnership should be developed, including mitigating actions for all risks identified. This register should be reviewed at least quarterly by the Leadership Board to ensure the Partnership risks are managed or action taken promptly if needed to address any risk causing concern. The Boards' terms of reference should be updated to include risk management responsibilities.</p> <p>Priority: High</p>	<p>Head of Strategy and Research</p> <p>October – November 2013</p>	<p>Agreed</p> <p>There will be an updated risk register in place for the community budget projects which will also cover the One Swindon outcomes.</p>	<p>This will be developed alongside the business cases and the performance framework and will go to the One Swindon Board Away day in December.</p>
1.7	<p>The role of the People and Places pillar in the One Swindon Governance structure should be reviewed and clarified.</p> <p>This should include defining the role of the bi-annual One Swindon Conference.</p> <p>Priority: Medium</p>	<p>Head of Strategy and Research</p> <p>December 2013</p>	<p>Agreed</p> <p>The next conference will be in February 2014 and we will, before then, attempt to clarify the governance structure.</p>	<p>The date of the next conference is between April – June 2014.</p> <p>The role of 'People & Places' will be more clear as the business cases are developed as most of them will require some degree of input around community capacity building.</p>
1.8	<p>The continued involvement of the Overview and Monitoring Group in the One Swindon Partnership should be re-evaluated to decide if it still has a part to play in the future governance arrangements of One Swindon.</p> <p>Priority: Medium</p>	<p>Head of Strategy and Research</p> <p>October 2013</p>	<p>Agreed</p> <p>We are undertaking a review of this group in light of the Chair's resignation and the fact that Board members find it low impact – high resource at the moment. A report will go to the Board meeting in October 2013.</p>	<p>The research and interviews to inform this report have been completed – we will be compiling the report and its recommendations during October/November. The final report will go to the One Swindon Board in December.</p>

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1.9	<p>At least annually, the Leadership and Delivery Boards of One Swindon should review their performance against their terms of reference. Following such a review any necessary changes should be made to the terms of reference to reflect the operation of the Board concerned.</p> <p>Priority: Medium</p>	<p>Head of Strategy and Research</p> <p>Annually</p>	<p>Agreed</p> <p>We are currently working on joint working agreements with partners in light of community budgets – this will form part of our new terms of reference.</p>	<p>The Joint Working arrangements will be developed during November, will go to Cabinet during October, One Swindon Board in December and partner sovereign board during Jan-March 2014. New terms of reference will fall out of these new working arrangements.</p>
1.10	<p>The number of people entitled to sit on the One Swindon Leadership Board should be reviewed to establish whether the number is appropriate and workable.</p> <p>Priority: Medium</p>	<p>Head of Strategy and Research</p> <p>Annually (April 2014)</p>	<p>Agreed</p> <p>The membership of the Board at the moment covers all of the main public sector agencies as well as elected members and a representative for the Voluntary and Community Sector. When we review governance in April, we will review the membership.</p>	<p>As we move forward with the development of Joint working agreements it will become apparent who should be part of the Board structure.</p>

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1.11	<p>Leadership and Delivery Board minutes should be produced promptly. Meetings should formally review previous minutes and action points to ensure they have been implemented. It should be obvious at the meeting concerning what decisions and actions have been agreed, along with associated timescales and people responsible. A reconciliation of the remaining Performance Reward Grant monies should be undertaken and the available figure be available for future Leadership Boards to enable decisions to be made with the knowledge of how much is available and how much would be left.</p> <p>Priority: High</p>	<p>Head of Strategy and Research</p> <p>June 2013</p>	<p>Agreed The minutes of the Board take more than a month to be completed by the committee section – however, there are always, within three days, a set of notes and actions which are prepared by the partnership team and go to all Board members.</p> <p>There is only £900 left and there will be an update on the projects which have been supported and how much is left.</p> <p>(July 2013 completed – minutes and actions are now reviewed at each meeting going forward, PRG report has been to the Board. Since the meeting took place the Wiltshire Probation Trust has had several conversations with Rob Pollock from the Treasury and are meeting with colleagues from Tri-Boroughs to look at synergies as well as connecting with the strengthening families team around offenders and their families).</p>	<p>Partnership Team continue to supply action points and bullets immediately following the One Swindon Board meetings. Notes are now reviewed as a matter of course at the start of each mtg.</p> <p>A PRG report went to the Board in July advising them of which projects have been supported and how much money is left. However at the time of writing, we have had capital PRG funding pound-swapped to revenue. A paper will go to the Board in October to advise the Board accordingly. The funding will be used to pump-prime projects/pay for expertise to help with the Public Sector Transformation Agenda.</p> <p>Swindon is now part of the Public Sector Transformation Network and as part of this network is able to draw on resources available from ~Whitehall colleagues.</p>

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1.12	<p>The purpose and progress of the One Swindon Partnership should be communicated to all staff, with managers being encouraged to explain how their departmental business plan links up through to the One Swindon priorities and outcomes.</p> <p>Priority: Medium</p>	<p>Head of Strategy and Research</p> <p>completed in June 2013</p>	<p>Completed</p> <p>A front-line multi agency event was held in Sept 12 for staff across the partnership to look at how OS links to their everyday work.</p> <p>Departmental business plans should all link to the corporate priorities which in turn link to One Swindon.</p> <p>We also held a series of staff lunch & learn sessions last year around One Swindon.</p> <p>We have a One Swindon newsletter which goes monthly to around 1100 people which includes staff, residents, community groups, partners etc.</p>	<p>We continue to communicate to staff/residents/partners through the One Swindon Newsletter which goes out monthly to over 1200 people.</p> <p>We have also been communicating to staff through SBC communications bulletin, managers' bulletin and a meet and greet session around Public Sector Transformation, the outcomes we are working towards and information on the team of partner secondees who are working with us. Part of the secondees role is to ensure that their sovereign organisations are kept informed and up to date.</p>
1.13	<p>All partners should have links from their websites to the One Swindon website. The One Swindon website should be refreshed to provide all agendas and minutes of the Leadership and Delivery Board meetings including adding appropriate papers submitted to those meetings. Separate tabs could be set up for each Board and the Swindon Conference to improve navigation around the site.</p> <p>Priority: Low</p>	<p>Head of Strategy and Research</p> <p>Oct 2013</p>	<p>Agreed</p> <p>The website will be moved onto SharePoint later this year and refreshed.</p> <p>The Leadership and Delivery Board meetings are not public so we précis the Leadership Board notes and put them on the site.</p>	<p>The website at the moment is being transferred to share-point during October/November and will be up and running normally shortly.</p> <p>The Leadership Board and Delivery Board are not public meetings. We will continue to précis the meeting minutes and put them on the site.</p>