#### **Current Status of Governance Issues**

The following areas were identified where further work is required to improve systems or monitor how the key risks facing the Council are being managed.

Governance Issue	Lead Officer(s)	Key Delivery Milestones	Date	Current Status as at 31 December 2012
It is acknowledged that there is still a lot of work to do in this area to achieve the vision  - 'Our primary purpose is to work with vulnerable adults, to help them achieve more, stay at home and keep them safe from abuse. We understand the value of working together with the people who need our advice and support, their families, their wider community, statutory partners and organisations providing support. The resources we have including our people and money will be directed to achieving this.'  We have strengthened our programme and project arrangements in this area to help achieve success with our focus being on the following four principles:  - Personalisation  - Alignment with Health - Integrity of our operational processes - Balanced budget	Tony McArdle Glen Garrod Kirsteen Murray	Adult Social Care continues to face a substantial change programme grouped here into 3 headings. Each has relevance to the 4 priorities identified for the Department.  1. Transformation Programme – led by Kirsteen Murray (Strategic Advisor) and reports to the Transformation Board and the Portfolio Holders for Resources and Adult Social Care. This programme seeks to design a new blueprint for the department.  2. Performance Improvement Projects – led by Glen Garrod (Assistant Director) there are a number of these all of which are intended to enhance performance or deliver savings but cross over several years worth of activity. Each has a programme based analysis with target dates. Reports as above.  3. Adult Social Care organisational realignment – led by Glen Garrod. This is intended to deliver closer alignment to the 4 Clinical Commissioning Groups.	Preliminary date of Autumn 2012	Current status: Project on track to deliver and monitored through Executive / performance framework.  Adult Social Care Combined Assurance Report discussed at November 2012 Audit Committee – update requested in six months
Health and Wellbeing Working with Primary Care Trusts to lead and deliver the new integrated public health	Tony Hill	Agree transition plan with NHS and LCC bodies.	Done	Complete

Governance Issue	Lead Officer(s)	Key Delivery Milestones	Date	Current Status as at 31 December 2012
system to improve the health and well being of the people of Lincolnshire.		Develop project infrastructure and plans.	Done	Complete
Taking the opportunity to transform our service, ensuring that there is a robust transition plan is in place which includes		Deliver draft and final finance and performance plans for 2013/4 to LCC	November 2012	Complete
delegated responsibilities for delivery, sign off of financial plans, understanding of transition and delivery risks and working with partners for the best realignment of services.		Deliver successful consultation and transfer of NHS Staff into LCC	March 2013	Plan complete, Communication ongoing
Working with our Communities Our commitment to providing good pubic services – locally - is set out in our Big	Tony Hill	Agree strategy for external consultation with Executive.	Done	Complete
Society Strategy. We will continue to work with our communities to empower them to do things their way whist looking at different		Consult widely on consultation draft and return final version to Executive.	September 2012	Complete
delivery models for our services.  We will seek to strengthen existing Councillor routes to raising and resolving issues whilst balancing local aspirations with our Business Plan Strategies.		Develop detailed joint action plans with key partners.	December 2012	Complete
Maintaining Financial Resilience We have been successful in delivering our savings agenda for 2010/11. However, we recognise that more still needs to be done to ensure we have the capability and capacity required to ensure this momentum is maintained to meet our medium and long term financial strategy.	Pete Moore	The Council is likely to undertake a further fundamental review of its budget during 2013/14 in anticipation of the outcome of the next Spending Review. Implementation of actions arising from that work will be largely determined by the timing of the next Spending Review which may be in autumn 2013 or	Autumn 2013	No change. A fundamental review of priorities and budgets has been built into the budget process for 2013.

Governance Issue	Lead Officer(s)	Key Delivery Milestones	Date	Current Status as at 31 December 2012
There are indications for further reductions in local government spending beyond the current Spending Review period of March 2015.  In addition, a new funding regime based upon localisation of both business rate income and support for the Council Tax is due to commence from April 2013. These changes will introduce new levels of annual volatility into the income base of the Council.  We are therefore making prudent provision in the reserves of the Council at this stage and are attempting to model the financial impact of both increased volatile and reduced funding as details emerge from Government over the coming months. We are also working constructively with our partner public bodies in the County to optimise the impact of these changes on the wider County.		autumn 2014.  The 2011/12 outturn position has allowed the Council to make another substantial contribution to its Financial Volatility Reserve (£4.4m) which provides a temporary buffer to any adverse impact on the funding position of the Council.  Constructive dialogue is underway with the Lincolnshire Districts to development appropriate polices that will minimise the impact on all Lincolnshire authorities of currently planned changes to the funding for local government in England. In that context the minimisation of funding gaps arising from the new system of support for the council tax from April 2013 is critical. Local scheme will be approved in autumn 2012.	Autumn 2012	No change. It is anticipated that reserves will be topped up at the end of 2012/13 and partly utilised during 2013/14.  Schemes have been developed with the District Councils to minimise the potential impact of the funding changes, This can only be assessed during the course of 2013/14.
Commissioning Organisation Working to influence and support sustainability and resilience of our providers – suppliers, partnerships and voluntary sector.  We recognise that our commissioning and contract management skills need strengthening across the Council as we move to different delivery models. We	David O'Connor	The Council has expressed an intention to 'become a commissioning council'.  A project (Phase 1) has been set up to define and design the Council's approach to Commissioning, securing buy-in from key stakeholders and appropriate informal and formal decisions. The key deliverables of this project are:  Definition for Commissioning in	<ul> <li>Report for Informal Exec in July 2012</li> <li>Recommendations on deliverables available for Exec by 31 December 2012</li> <li>Implementation</li> </ul>	Report to Informal Executive on 15 January 2013 will show that all Phase 1 deliverables (previous column) have been met. High level plan for next phase has been agreed by

Governance Issue	Lead Officer(s)	Key Delivery Milestones	Date	Current Status as at 31 December 2012
need to improve our management oversight and rigour over our commercial relationships.  Further work and resources are needed to ensure that we develop and implement an integrated commissioning strategy across public sector bodies in Lincolnshire.		<ul> <li>Lincolnshire</li> <li>Core process for Commissioning with opportunities for outcome specific shaping</li> <li>Clear accountability framework</li> <li>Understanding of new payment models and when to use them</li> <li>Skills needed / skills in place / gap analysis and plan to address gaps</li> <li>Information / technology requirements to facilitate the approach.</li> <li>Costed Implementation / transition plan (taking account of work in progress and Members priorities)</li> </ul>	plan to ensure commissioning approach starts to inform the budget from autumn 2013 onwards with full adoption by autumn 2014 for the 2015-16 budget. (Timetable to enable advance preparation for next Comprehensive Spending Review)	Management Board.
Reviewing our Governance and Assurance Arrangements The people of Lincolnshire need to have confidence in the way we work, we need to show high standards in public life. It's about how we do business – it's about good governance.  The Council continues to face some significant challenges – how we deliver services to the people of Lincolnshire will change. The Councils governance framework and assurance arrangements will need to adapt and respond to these	David O'Connor	We will assess our Governance and Assurance arrangements against the latest best practice, including:  CIPFA / SOLACE Delivering Good Governance in Local Government  Grant Thornton Survey of Local Government governance arrangements  Centre of Public Scrutiny	February 2013	The Constitution has been amended as necessary e.g. for new Standards arrangements and will be amended further for e.g. new Public Health duties and implementation of the Commissioning programme.  The Combined

Governance Issue	Lead Officer(s)	Key Delivery Milestones	Date	Current Status as at 31 December 2012
changes and different ways of working - less prescriptive in style, with balancing of risk & accountability. Good progress has been made on our Combined Assurance Model which provides assurance and insight on the operation of our critical activities and key risks. The outcome of which needs to be assessed by the Management Board and Audit Committee for any gaps.  There continues to be some uncertainty over our accountability framework given the changes in Senior Management.				Assurance Model has progressed and results are being considered by the Audit Committee in January 2013 and the Management Board in February 2013.
Working with our Communities We will update our engagement strategy with customers, consumers and stakeholders to ensure that we listen and act on what we are being told.	Richard Wills	Introduce mechanisms for testing citizens' opinions.	Commence Summer 2012	A panel was recruited in June 2012. Survey undertaken in August 2012. A report was submitted to the Executive in September 2012 with feedback to participants sent on 5 December 2012. The next survey is due to take place in
This will include clarifying how we will get the best value for services in an environment of reduced resources.	Richard Wills	Publish Corporate Communities' Engagement Strategy	December 2012	January 2013.  Publication has been deferred while the Corporate Management Board considers

Governance Issue	Lead Officer(s)	Key Delivery Milestones	Date	Current Status as at 31 December 2012
				engagements in the context of its commissioning strategy. We need to take into account aspects of citizenship as well as people as customers and consumers.