

# **Report of the Director of Finance to the meeting of the Governance and Audit Committee to be held on 23 January 2015**

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**Subject:**

**Annual Governance Statement 2014**

**Summary statement:**

**This report reviews progress on the significant governance concerns reported in the Council's Annual Governance Statement 2014, concluding that positive progress is being made.**

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## 1. Summary

The purpose of this report is to update members on the progress and improvements being made in addressing those significant governance concerns reported in the Council's Annual Governance Statement 2014.

## 2. Background and Process

2.1 The annual governance review is undertaken against the principles contained in the CIPFA/Solace framework – Delivering Good Governance in Local Government. The Council is required to consider the effectiveness of its current arrangements and:

- Assess the extent to which it complies with the principles and requirements of good governance
- Identify systems, processes and documentation that provide evidence of compliance
- Identify and ensure individuals and committees hold responsibility for governance arrangements and their ongoing application and effectiveness
- Identify issues that have not been addressed adequately and any planned changes required in the future
- Prepare an action plan, identifying any individuals responsible for taking any changes forward

2.2 The review is undertaken by the Director of Finance as S151 Officer. In conducting the review, reliance is placed upon six main sources of evidence:

- The Constitution of the Council
- The adequacy of management actions in relation to key risks as identified in the corporate risk register
- Reports to the Executive and Scrutiny Committee's on performance, risk and finance issues
- Key Control and fraud risk self assessments supporting written confirmation from Strategic Directors that all reasonable steps have been taken to ensure compliance with established policies, procedures, laws and regulations.
- The reports of Internal Audit
- External Audit and other external inspection agencies.

2.3 A report by the Director of Finance to the meeting of the Governance and Audit Committee on 20<sup>th</sup> June 2014 set out the approach to conducting the review of the effectiveness of the Council's governance framework, including the system of internal control, the conclusions of the review and the Annual Governance Statement for 2013-14.

2.4 The Annual Governance Statement (AGS) was formally reviewed and approved by the Governance & Audit Committee at its meeting on 20<sup>th</sup> June 2014. The Committee subsequently authorised the Leader of the Council and the Chief Executive to sign the document on behalf of the Council for inclusion with the Statement of Accounts for 2013-14.

2.5 The Statement reported that the Governance and Audit Committee would be kept informed of progress in addressing weaknesses and areas of concern.

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### 3. **Review and Conclusion**

The Annual Governance Statement identified thirteen governance challenges,

- 1) Management of Ofsted Outcomes
- 2) Children Centre Reorganisation
- 3) Children and Families Act
- 4) Child Safeguarding
- 5) Uncertainties about the sustainability of the local authority sector which can have a direct/indirect impact on Bradford
- 6) Delivering the budget savings and where possible mitigating any subsequent impact on the District.
- 7) Engaging with Citizens and stakeholders in the shift from current to future levels of service.
- 8) Implementation of Area Committee devolved budgets and effectiveness of devolution
- 9) The Integration of Health and Social Care
- 10) Care Bill
- 11) Information Governance
- 12) EU Procurement
- 13) Delivery of the transparency agenda

A comprehensive review of these governance issues has been undertaken and a detailed update is provided in Appendix 1.

In every area issues and concerns have been progressed and whilst some areas have completed the required actions, Council officers recognise the need for continuing effort to achieve improvements in the delivery and operation of their services.

### 4. **Financial and resources appraisal**

There are no direct financial implications arising from this report.

### 5. **Risk Management**

The Council's risk management framework remains in place and, as previously reported, corporate risks are reviewed regularly, usually at quarterly intervals. Changes in risk assessments must be reported to and endorsed by DMTs so that Strategic Directors are kept informed of the risk environment.

There are no new risk management issues arising from this report.

### 6. **Legal appraisal**

- 6.1 The Accounts and Audit Regulations 2011 require the Council to conduct a review of the effectiveness of the Council's governance framework including the system of internal control.
- 6.2 The Council is required to test its governance arrangements against the principles contained in the CIPFA/Solace framework 'Delivering good governance in Local Government'.

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6.3 The CIPFA/Solace framework also requires the Council to provide an outline of the actions taken, or proposed, to deal with significant governance issues. The Council's Annual Governance Statement 2014 contained such a statement.

7. **Other implications**

7.1 **Equality & Diversity**

There are no direct equality and diversity implications.

7.2 **Sustainability implications**

There are no direct sustainability implications

7.3 **Greenhouse Gas Emissions Impacts**

There are no greenhouse gas emissions impacts arising from this report.

7.4 **Community safety implications**

There are no direct community safety implications.

7.5 **Human Rights Act**

There are no direct human rights implications

7.6 **Trade Union**

There are no direct trade union implications

7.7 **Ward Implications**

There are no direct implications for Wards

8. **Not for publication documents**

None.

9. **Options**

Members may –

- Endorse the report
- Provide comment or instruction
- Bring forward any new governance concerns which should be reviewed, assessed or examined in the 2014-15 Annual Governance Statement.
- Require further information.

10. **Recommendations**

That members –

- Review the information contained in this report and the progress made in addressing the significant governance challenges.
- Endorse the further actions planned.

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- Alert officers and Members to any emerging governance concerns requiring review during the 2014-15 process.

## 11. **Appendices**

Appendix 1 - Annual Governance Statement 2013-14: Mid Year Review, Improvement and Progress Report.

## 12. **Background documents**

“Annual Governance Statement 2013-14” – report to Governance and Audit Committee 20<sup>th</sup> June 2014 – Director of Finance

“New Delivery Model for Bradford’s Children’s Centres” – report to Executive 4th November 2014 – Director of Children’s Services

“New Delivery Model for Bradford’s Children’s Centres; response to call in” – report to Executive 2<sup>nd</sup> December 2014 – Director of Children’s Services

“Medium Term Financial Strategy 2015-16 to 2017-18 and Beyond” – report to Executive 22<sup>nd</sup> July 2014 – Director of Finance.

“Health and Social Care Integration Update” - report to the Health and Social Care Overview & Scrutiny Committee 6<sup>th</sup> November 2014 - Strategic Director, Adult & Community Services

**Annual Governance Statement 2013-14: Mid Year Review and Progress Report as at January 2015**

<b>Governance Challenge – AGS 2013-14</b>	<b>Progress to date</b>
<b>Management of Ofsted outcomes</b>	<p>A project board, the LA Ofsted Core Group, has been in place for the last 15 months. The group is chaired by the AD, Education School Improvement. Membership is made up of the AD Access and Inclusion, the Head of Bradford Achievement Service, School Governance and Workforce Development Manager, School Improvement Performance Data Manager, Business Advisor, Schools, Senior Primary Partnership Officer, Secondary Partnership Operations Director, 14-19 Lead Officer, Funding and Sufficiency, Strategy Lead of Vulnerable Groups and the Early Childhood Services Manager, with a project manager (Quality Manager) and, latterly, a member of the Education Communications Team.</p> <p>The role of the LA Ofsted Core Group is to prepare for all aspects of the inspection and to participate in the inspection itself. The Group has produced and revised the LA’s Self Evaluation document, engaged stakeholders who will be involved in the inspection, produced a communications plan, domestic plan and a programme for the inspection. It has also drafted an LA presentation for the first day of the inspection and produced a set of documents for use during the inspection (the inspector pack).</p> <p>Some members of the Core Group visited Peterborough LA to learn from their inspection experience. They were judged to be effective by Ofsted. The Group has also received feedback from Barking and Dagenham LA, the first LA to be inspected under the new LASI framework which was introduced in November 2014.</p> <p>Our self-evaluation is regularly updated in order to capture the latest data and to develop our responses to issues. We have been involved in a peer review of our education functions. This involved three other LAs. The self-evaluation has been shared with senior elected members.</p> <p>We commissioned an external review from a leading educational expert to test the robustness of our current school improvement arrangements. This work involved scrutiny our self-evaluation document which was deemed to be fit for purpose. Some suggestions were made about the layout of the document to improve the focus on what actions have been implemented to improve outcomes, where these were deemed to require improvement.</p> <p>The LA Ofsted Core Group continues to meet monthly and to keep all documentation under review. We continue to add to our library of case studies which exemplify the work we are undertaking. We are responding to the recommendations contained in the external review of our education functions.</p> <p>We continue to communicate with the key stakeholders through Bradford Schools Online, through the Partnership Priorities</p>

<b>Governance Challenge – AGS 2013-14</b>	<b>Progress to date</b>
<b>Management of Ofsted outcomes</b> (cont.)	<p>and Joint Working Board, through strategic engagement meetings with headteachers, Achievement Officer visits and via Notepad, briefing notes and emails to governors, for example about changes to the inspection framework, engagement in the process, about our Education Improvement Strategy and our key priorities and targets.</p> <p>There is a risk about managing the reputation of the Council following the Ofsted inspection. The communications staff are an integral part of the process and will continue to liaise with the LA inspection core group.</p>
<b>Reorganisation of children’s centres</b>	<p>A project Board, including officers of the Council and trades union representatives was set up to consider the implications from statutory consultation. A paper was taken to the Council Executive, outlining the need to move from 41 children’s centres to 7 clusters offering children’s centre services. The Executive’s decision was subject to call in. Following a debate at Overview &amp; Scrutiny Committee, revised proposals were agreed by the Executive on 2 December 2014.</p> <p>One cluster, operated by the Local Authority, is planned to commence operations on 1 April 2015. Three other clusters will be open, through a contestability process, to management by schools / nursery schools. ( this was open to all schools who presently run centres but only nursery schools have indicated an interest). It is planned that these clusters will begin operation between June and October 2015. The three remaining clusters will be open to procurement and will operate from October 2015.</p> <p>Budget estimates have taken note of the delayed timescales (from the anticipated 1 April 2015 date of operation) and contingency plans have been put in place to manage the budget short-fall.</p> <p>The Project Group, with support from HR and Legal Services is working on the personnel and HR issues relating to transfer of staff including TUPE of some staff to (potentially) new external employers within the clusters. Meetings have been arranged across the District for children’s centre managers and staff.</p> <p>Work of the Project group with Estates Department is focusing on securing existing buildings as future service delivery venues. Analysis work is being carried out on buildings used to provide children’s centre activities, but not owned by the Council. This is to minimise the effect of any capital resource claw back from DfE and to ensure availability of suitable delivery venues. Successfully securing external premises is proving complex and is being closely monitored by the Project Board.</p> <p>Regular reports on progress are submitted to Children &amp; Young People’s Overview and Scrutiny Committee</p>

Governance Challenge – AGS 2013-14	Progress to date
<p><b>The impact of further new legislation arising from the Children and Families Act</b></p>	<p><b>A new single family court called ‘The Family Court at Leeds’</b> is now in place and working. A single court oversees those public law cases where we are concerned about children’s welfare and have put the matter before the judiciary for consideration. The new public law outline makes sure that families are formally notified at a much earlier point regarding concerns. They have an opportunity to change or identify family alternatives to care for their children if their parenting is compromised and they are not able to care for their children. The applications to court are immediately screened by the court staff and directed to magistrates or Judges depending on the complexity of the case. There are regular meetings between the courts, judiciary, Legal and Children’s Services to ensure that the process is running smoothly. These have been in place since the new Designated Judge for Families was appointed in 2013 and are set to continue every 8 weeks.</p> <p><b>Statutory 26 week time limit for care proceedings-</b> this is being performance managed by the Ministry of Justice for all Councils. Through tight oversight by a dedicated officer of the Council, who is an experienced social work team manager, the completion rate for care proceedings in Bradford is 22 weeks and better performing than the nationally set 26 week deadline. There are however four cases under the old system that are outside the 26 week requirement but cases under the new arrangements are being managed to time.</p> <p><b>Changes in private law family proceedings-</b> these are being kept under review with the Court Advisory Service CAFCASS. We are carefully monitoring if the changes in private law impact on the number of requests for reports made to the Council. At present the level of requests is within a normal range.</p> <p><b>New duties on local authorities to former foster children</b> – this duty is for Councils to provide continued foster care to young people post 18 to the age of 21. The scheme is called ‘Staying Put’ and requires us to fund continuing care after young people reach adulthood. The Association of Directors of Children’s Services has been gathering information about whether the new burdens funding to implement the new Staying Put policy, introduced by Children and Families Act in May 2014, was likely to be sufficient to support all care leavers who might want it. We estimate that a Staying Put arrangement costs approximately £130 per week, with a speculative cost for Independent Fostering Agencies (if agreed) at £175 per week (figures still in negotiation within the region). The Bradford budget is £75,933 per annum so we can only fund 10 staying put places when we in fact have 40 young people to support and this commitment is due for the next three years for each young person.</p> <p><b>Power to require Local Authorities to outsource the recruitment assessment and approval of prospective adopters</b> - the powers are in place; however the Councils Adoption Service has been rated as Good by Ofsted at its last inspection – March 2014. With good performance the council will not be pressured or required to outsource this service. The benchmarking by the Chartered Institute of Public Finance and Accountancy shows that we are running a cost effective service.</p>



Governance Challenge – AGS 2013-14	Progress to date
<p><b>The impact of further new legislation arising from the Children and Families Act (cont.)</b></p>	<p><b>Placing for adoption</b> – there has been significant investment through the Adoption Reform Grant over the last two years to speed up and improve the adoption process for children. The aim is to reduce the number of children waiting for adoption. In Bradford there were 90 children waiting for a family, this has reduced to 50 and most children are now matched to a potential adoptive family. There have been several legal challenges to case law and challenge to the Government drive to increase adoptions. The case Re: B-S; where a Judge challenged Local Authorities’ drive for adoption; has changed national child care practice. A national reduction in adoption work has been reported and Bradford is following the national pattern. This requires Councils to consider all options, a return home or family alternative and to use adoption as a last resort. This is impacting on the fostering fees and allowances budget. As extended family members take on children we financially support them with a Special Guardianship Order. The fostering service budget is facing a pressure of £0.4m due to the increase in Special Guardianship Orders in the district. There were 58 adoptions and 32 Special Guardianship Orders in the year to 30th June 2014.</p> <p><b>Reform of special educational needs</b> – good progress has been made to implement the changes, it is being project managed and driven, with partners, by the council. All Councils have to publish a ‘Local Offer’ for children and families with a disabled child. Parents and young people have designed, tested and launched the Local Offer website for Bradford. It is rated highly by the Department for Education. It can be accessed here: <a href="http://localoffer.bradford.gov.uk/">http://localoffer.bradford.gov.uk/</a>. Statements of Special Educational Needs will be phased out. Additional funding of £800,000 has been given to the Council to convert all statements to an ‘Education Health and Care Plan’. This will take two years and the funding has been shared with the relevant agencies. There is a new assessment and care plan process in place. Early signs are that it is working well and parents are pleased with a quicker response. Work is underway to embed a pathway for children 0-7 years of age with special needs, to improve transition and make sure that personal budget allocations are consistent.</p>
<p><b>Safeguarding vulnerable children</b></p>	<p>Referrals to children’s social care have increased by 25% since the publication of the Hamzah Khan serious case review. In March 2013 the number of referrals received in a month was 388; it has been sustained at 480 since November 2013. When Ofsted inspected in February – March 2014, they found no children at risk thanks to the hard work of the staff and managers in the Integrated Assessment Team. There is additional resource of two agency social workers in the Flockton Team and one in Keighley approved in November 2013 to deal with the additional demand.</p> <p>The number of child protection investigations has been rising and this has led to a significant increase in the number of child protection case conferences – the multi-agency forum where risk is managed and the decision made if children should be placed on a child protection plan. In March 2013 there were 30 case conferences/reviews taking place a month. By April 2014 this had risen to 72 per month. The demand for case conference chairing and minute taking has increased significantly over the past twelve months and demand exceeded capacity. The Council has increased child protection co-</p>

**Appendix 1**

<b>Governance Challenge – AGS 2013-14</b>	<b>Progress to date</b>
<b>Safeguarding vulnerable children (cont.)</b>	<p>ordinator capacity and minute takers. The current performance is being measured on a weekly basis. Last month 86% of conferences took place on time. There is a large amount of business support, transactional and Bradford Safeguarding Children Board (BSCB) support to this area of improvement.</p> <p>A Task and Finish Group is in place, led by the Council, under the auspices of the Safeguarding Children Board to consider the increased demand.</p> <p>Another element in the increase is that children are staying on child protection plans longer. Initial analysis of the increase in demand indicates acute and complex need from new communities; large families and more older children suffering sexual exploitation and neglect.</p> <p>Although the number of referrals and case conferences remain higher than usual the number of children on plans has started to slow and reduce, it currently stands at 604. This means that plans are being worked quickly and effectively to the point where the risk has been addressed in the community or children are taken into care. The ongoing risks from increased demand are being managed by the Council and overseen by the Bradford Safeguarding Children Board.</p>
<b>Uncertainties about the sustainability of the local authority sector potentially having a direct/indirect impact on Bradford</b>	<p>With minimal influence over how funding reductions applied to other public sector organisations impact on the citizens of the District, the Council’s priority is to manage the impact through formal governance arrangements such as the Health and Social Care Integrated Change Board, the Health and Well Being Board and the Bradford Safeguarding Children Board. Regular meetings of West Yorkshire Leaders, Chief Executives and Director of Finance provide a forum to discuss with peers in other public sector organisations the potential impact of cumulative cuts in funding across the District.</p>
<b>Delivering the budget savings and where possible mitigating any subsequent impact on the District</b>	<p>The approach to managing this challenge is set out in the Medium Term Financial Strategy (MTFS) as reported to Executive on 22<sup>nd</sup> July 2014.</p> <p>Briefly, the approach to deliver the MTFS will involve a combination of the following -</p> <ul style="list-style-type: none"> <li>• Making difficult decisions on what services the Council can afford to provide based on statutory requirements and those that have the greatest impact for the District</li> <li>• Transforming service delivery to maximise the potential of all the District’s assets, Council, other public sector bodies, the private sector or within the community, and exploring creative and innovative ways of delivering services and using resources</li> <li>• Managing and reducing demand for services through changing citizen’s behaviour</li> </ul>

Governance Challenge – AGS 2013-14	Progress to date
<p><b>Delivering the budget savings and where possible mitigating any subsequent impact on the District (cont.)</b></p>	<ul style="list-style-type: none"> <li>• Changing public expectations about the level and scope of Service they can expect from the Council and the role they can play in helping each other achieve positive results in their communities</li> <li>• Ensuring resources are deployed to:                             <ul style="list-style-type: none"> <li>• achieve an appropriate balance of preventative and reactive services</li> <li>• ensure the Council can operate effectively at neighbourhood, District and regional level</li> <li>• maintain cost-effective partnerships, through pooling resources and collaborating with various organisations in the District</li> <li>• protect frontline services</li> <li>• achieve the right-size corporate and support services</li> <li>• reduce the cost of external borrowing in line with funding reductions</li> <li>• prioritise investment in economic growth and skills in order to reduce pressure on public services and grow both the Council Tax and Business Rates tax bases</li> <li>• balance recurrent and non-recurrent expenditure, to ensure that investment in capital and in revenue priorities is commensurate with strategic objectives and that Council’s assets are usefully deployed.</li> </ul> </li> <li>• Making sure value for money, sustainability, efficiency gains and the effectiveness of resource allocations can be demonstrated across the Council services, partnerships and commissioned service delivery; and that mechanisms are in place by which performance against these can be measured and managed.</li> <li>• Having in place a robust performance management arrangement which provides an increasingly sophisticated understanding of performance against district wide and local priorities set within the context of the financial outlook</li> </ul>
<p><b>Engaging with Citizens and stakeholders in the shift from current to future levels of service.</b></p>	<p>All local public services are experiencing budget cuts at the same time as pressure from inflation and increasing costs, and from the rising demand for services as the District’s populations of younger, older and disabled people grow.</p> <p>By 2015, the Council will have cut its spending by over £160 million since 2011. However, between now and 2020 the money for Council services is forecast to reduce by another £130 million. In response, the Council has committed to look at all spending and services as a whole and to analyse council activity according to priorities rather than departmental boundaries.</p> <p>However, the challenges that the District faces require significant leadership beyond organisational boundaries. Securing good local services and protecting the right outcomes for the District will depend on successfully driving innovative, integrated approaches that reach across sectors, and making the most of all the District’s assets be they in the public, private or third sectors, and within communities.</p>

Governance Challenge – AGS 2013-14	Progress to date
<p><b>Engaging with Citizens and stakeholders in the shift from current to future levels of service.</b> (cont.)</p>	<p><b>The need for a new deal</b></p> <p>Together with partners the Council needs to strike a new deal with local people and communities about what they can expect from local services, and about the need to change public expectations and behaviour. The relationship between people and local services and organisations will need to change. We need to recognise that people have responsibilities as well as rights, and that the skills and resources of our District’s communities represent significant assets that should be put to use. We need to promote self help, the development of community capacity and the strengthening of local networks to help to reduce demand for public services.</p> <p>In order to effect a culture change, to rebalance how people think about rights and responsibilities, and to strike a new deal, we need a conversation with as many interested parties and individuals as possible about what really matters to local people, what it is reasonable for them to expect from local services at a time of big budget cuts and what they can do to help achieve positive results for themselves, their families, communities and district.</p> <p><b>Engagement &amp; participation</b></p> <p>The Council has therefore proposed an engagement and participation programme designed to support the development of a new deal for the District, built on constructive relationships across sectors in order to deliver the following objectives:</p> <ul style="list-style-type: none"> <li>• raise awareness of financial and demand challenges facing the district</li> <li>• confirm priorities, understand what matters most to local people and explore public expectations of local services</li> <li>• develop stronger, shared approaches to community leadership and local resilience</li> <li>• support behaviour change and demand management</li> <li>• form a platform for continuing dialogue to identify new opportunities to make the most of the district’s assets, find alternative delivery models and build momentum for change.</li> </ul> <p>The participation programme will run from September 2014 through to late 2015, and is designed to take account of the different stakeholder groups we would seek to engage, applying appropriate methods and techniques depending on the stakeholder group and the purpose for engaging them.</p>

Governance Challenge – AGS 2013-14	Progress to date
<p><b>Implementation of Area Committee devolved budgets and effectiveness of devolution</b></p>	<p>In 2014/15 those departments where services have been devolved are generally becoming more familiar with the reporting requirements of the five Area Committees and a timetable has been established for bringing decisions and reporting performance to Area Committees. Generally this involves a report at the beginning of the financial year followed, in some cases, by a later report updating on progress and output performance.</p> <p>Of the eight services reporting to Area Committees the Youth Service has now formally transferred to the Neighbourhood Service and staff report through to Area Coordinators. This has more closely aligned service delivery to ward priorities and positive feedback has been received. Some of the devolved services have experienced significant reductions in funding across the District as part of the Council’s budget setting process and work continues to try and mitigate the impact of this on front line service delivery.</p> <p>In July 2014-15 a decision was taken by Executive to devolve decisions on community development grant funding and ‘core costs’. Reports on the approach have been considered by Area Committees and further reports are now being taken by each of the Area Committees on the allocation of this funding.</p> <p><b>Next Steps</b></p> <p>A report is scheduled to be brought to the Governance and Audit committee for consideration in March 2015 on the process applied to the devolution of community development and core costs funding and the approach that has been applied.</p> <p><b>Remaining challenges or risks.</b></p> <p><b>Devolution of community development and core costs</b></p> <p>Community development and core cost grants have been allocated within the overall framework of Area Committees and devolved services. Ward Officers are now playing a more proactive role in the monitoring of outcomes and this will help to inform and support future decisions on the allocation of funding. The officers responsible for the allocation of funding through the Area Committees have sought advice and guidance from Council support services, including Internal Audit and Commissioning and Procurement.</p> <p><b>Transfer of management for Youth Service</b></p> <p>The transfer of management of the Youth Service has created the need for training and support and practical changes to some working practice to ensure the safe and effective delivery of the Service, particularly in relation to areas such as safeguarding. In order to reduce the risk and ensure that youth services are delivered as a ‘single service’ whilst being</p>

<b>Governance Challenge – AGS 2013-14</b>	<b>Progress to date</b>
<b>Implementation of Area Committee devolved budgets and effectiveness of devolution (cont.)</b>	devolved to constituency areas, a lead post has been retained in Children’s Services that works closely with the Area Coordinators. This has post proven invaluable in ensuring knowledge transfer and coordination of some central services e.g. youth service building review, district youth offer. The Portfolio Holder for Children’s Services has retained responsibility for the Youth Service and this continuity has also helped in ensuring a more or less seamless transfer of the Youth Service in July 2014.
<b>The Integration of Health and Social Care</b>	The 'Journey to Integration' launched in 2012 is making steady progress against the backdrop of the changing organisational restructuring of the NHS. The introduction of the Better Care Fund has proved somewhat of a distraction to the health and social care system in its progression of the integration agenda. Notwithstanding this a clearly articulated further version of the Bradford plan for integration was submitted on the 28th November 2014 as required by the Department of Health for approval. The integration of health and social care is being driven locally by the Integrated Change Board (ICB) reporting to the Health and Wellbeing Board. ICB is made up of the Leaders of the Health and Social Care System, they have adopted a 'Bradford Mutual' approach to dealing with the risks to the overall system posed by increasing demand and an ever reducing financial resource to meet it. There is an established Transformation Programme for the health and care system that reports to the ICB, with a resourced Programme Office, and governance arrangements in place. ICB are leading the way in developing possible new models for delivery of a joined up health and social care system for the District. At a national level policy is being strengthened, facilitated by new statutory provisions to enable health and social care systems to integrate.
<b>The Care Bill</b>	During 2014 the national DH/ADASS/LGA Joint Programme Management Office has issued two self assessment stocktakes to every council to report progress on Care Act implementation for the first phase of the legislation in April 2015. As a result of these stocktakes Bradford council has been judged to be progressing as expected with no significant issues highlighted. The local implementation plan has highlighted a number of risks through the year, all of which have been subject to targeted action planning within the transformation programme. These include training for elected members (scheduled for 18 February 2015), managers and staff; the availability of advocates; the development of IT systems to support implementation and understanding the financial implications of implementation. Work is well advanced on each of these issues to ensure that they are understood, addressed and managed through specific activity relating to each area.

<b>Governance Challenge – AGS 2013-14</b>	<b>Progress to date</b>
<b>Information Governance</b>	<p>After the departure of the Assistant Director Information Security, Information Asset Owners (Assistant Directors) have responsibility for their Departmental data assets and to provide written input to the SIRO annually on the security and use of these assets. It is essential for IAO's to continue to contribute to the culture change that has taken place across the organisation, advocating the use of privacy impact assessments and data sharing agreements where necessary.</p> <p>The Information Assurance Operational Network holds bi-monthly meetings, consisting of IA Administrators, to support the IA Owners to meet their responsibilities. Comprehensive policy and guidance has been developed and a scheduled review is required in April 2015. Compulsory e-learning has been updated, staff receive a link to the training via annual email. Non-compulsory face to face training has been introduced aimed at Managers of staff without access to email.</p> <p>Well established procedures for responding to security incidents continue to safeguard against systemic failure. A robust process for responding to Information requests for Freedom of Information, Environmental Information Regulation and Data Protection within statutory timeline continues, preventing fines or compulsory intervention from the Information Commissioners Office.</p>
<b>EU procurement</b>	<p>The draft Public Contracts Regulations were published for consultation in September 2014 by the Cabinet Office. Whilst, at the time of writing it is not yet clear when the new Regulations will come into effect staff within Commissioning and Procurement have been briefed on the content of the EU Directive that was introduced earlier this year and which underpins the Regulations. It is anticipated that the Regulations will largely follow the form of the EU Directive.</p> <p><b>Next steps</b> Central Government's progress to introduce the new UK Regulations will be monitored taking note of press releases from the Cabinet Office, along with information from the Local Government Association, the regional Strategic Procurement Group and news feeds from legal websites. Further, specific and detailed training will be provided when the new Regulations come into force.</p> <p><b>Remaining challenges</b> As part of the Public Contracts Regulations Government has consulted on and is also considering changes to public sector procurement to increase participation by SME companies, as proposed in the Lord Young Report. These proposals could bring some changes to how the Council has previously conducted its procurements, including:</p> <ul style="list-style-type: none"> <li>• The abolition of the use of Pre Qualification Questionnaires (PQQ) for below EU threshold procurements</li> <li>• Introduction of a standard PQQ by Cabinet Office for all over EU threshold procurements</li> <li>• The placing of all contract opportunities over £25k on the Government's national Contracts Finder website</li> <li>• Payments to be made within 30 days, and for this to become a contractual requirement for the payment of the supply chain by all contractors</li> </ul>

Governance Challenge – AGS 2013-14	Progress to date
<p><b>Delivery of the transparency agenda</b></p>	<p>The Local Government Transparency Code was published in May 2014 by the Department for Communities and Local Government and was passed through Parliament in September 2014.</p> <p>It is based on three principles: demand led, open and timely.</p> <p>The following information must be published quarterly:</p> <ul style="list-style-type: none"> <li>• Expenditure &gt; £500</li> <li>• Procurement Card Transactions</li> <li>• Procurement Information over £5,000 (invitation to tenders, contract &amp; purchasing details)</li> </ul> <p>The following information must be published annually:</p> <ul style="list-style-type: none"> <li>• Local Authority Land</li> <li>• Grants to Voluntary organisations, community and social enterprises</li> <li>• Organisational Chart</li> <li>• Trade Union facility time</li> <li>• Parking revenues</li> <li>• Controlled parking spaces</li> <li>• Senior salaries (employee banding, salaries greater than £50,000)</li> <li>• Constitution</li> <li>• Pay multiple (pay policy, pay dispersion etc)</li> </ul> <p>The first quarterly information is required to be published by 31<sup>st</sup> December 2014. The data should be published in an open format so that it can be used for commercial and research purposes. The Code also recommends publication of other data generally expenditure and procurement information at lower financial thresholds.</p> <p>The Council already holds most of this information in an electronic format except for some of the procurement and purchasing information at lower values such as categorisation of suppliers and contract review dates. We are working towards collating the missing information by the initial publication date but this is a difficult task given the de-centralised nature of purchasing within the organisation, particularly at the lower values, and our resource constraints. Most other local authorities within the region have expressed similar difficulties. Once the missing data is collected, it should become less time consuming to maintain for future publication.</p>



