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Telford & Wrekin
C O U N C I L

Addenbrooke House Ironmasters Way Telford TF3 4NT

CABINET

Date **Thursday, 27 May 2021** Time **10.00 am**
Venue **Venue to be confirmed**

Enquiries Regarding this Agenda

Democratic Services	Stacey Worthington	01952 384382
Media Enquiries	Corporate Communications	01952 382406
Lead Officer	David Sidaway, Chief Executive	01952 380130

Cabinet Members:

Councillor R A Overton	Deputy Leader and Cabinet Member for Enforcement, Community Safety and Customer Services
Councillor A J Burford	Cabinet Member for Health & Social Care
Councillor E M Callear	Cabinet Member for Leisure, Culture and Visitor Economy
Councillor L D Carter	Cabinet Member for Neighbourhood, Commercial Services and Regeneration
Councillor R C Evans	Cabinet Member for Council Finance and Governance
Councillor C Healy	Cabinet Member for Climate Change, Green Spaces, Natural and Historic Environment
Councillor S A W Reynolds	Cabinet Member for Children, Young People, Education and Lifelong Learning
Councillor P Watling	Cabinet Member for Cooperative Communities, Engagement and Partnerships
Councillor D Wright	Cabinet Member for Economy, Housing, Transport and Infrastructure
Councillor S Davies	Leader

Invitees:

Councillor W L Tomlinson	Liberal Democrats
Councillor N A Dugmore	Conservative

AGENDA

1. **Apologies for Absence**

2. **Declarations of Interest**

3. **Minutes of the Previous Meeting**

Page 1

Page

3 - 8

Continued...

- | | | |
|----|---|---------|
| 4. | Leader's Announcements | |
| 5. | Association Of Directors Of Adult Social Services - Peer Challenge Of Telford And Wrekin Adult Social Care | 9 - 30 |
| 6. | Building Safer And Stronger Communities Through CCTV | 31 - 36 |
| 7. | The Annual Governance Statement 2020/21 & Local Code Of Good Governance | 37 - 64 |

FILMING, RECORDING & PHOTOGRAPHY

The Council supports the principle of transparency and encourages filming, recording and taking photographs at its meetings that are open to the public. It also welcomes the use of social networking websites (such as Twitter and Facebook) and micro-blogging to communicate with people about what is happening, as it happens.

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http://www.telford.gov.uk/info/20243/council_meetings/365/filming_photography_recording_and_use_of_social_networking_at_meetings

CABINET

Minutes of a meeting of the Cabinet held on Thursday, 22 April 2021 at 10.00 am by Remote Meeting

PUBLISHED ON WEDNESDAY, 28 APRIL 2021

(DEADLINE FOR CALL-IN: TUESDAY, 4 MAY 2021)

Present: Councillors R A Overton (Vice-Chair), A J Burford, E M Callear, L D Carter, S A W Reynolds, P Watling, D Wright and S Davies (Chair).

Also Present: Cllr W L Tomlinson (Liberal Democrats / Independent Group Leader) and Cllr N A Dugmore (Conservative Group Leader).

Apologies: Councillors R C Evans and C Healy.

CAB-66 Minutes of the Previous Meeting

RESOLVED – that the minutes of the meeting held on 18 March 2021 be confirmed and signed by the Chair.

CAB-67 Declarations of Interest

None.

CAB-68 Leader's Announcements

The Leader expressed his condolences and best wishes to Her Majesty The Queen and the Royal Family. The Mayor and The Leader had written to Her Majesty on behalf of the Borough to convey their condolences.

It was noted that the meeting was potentially the last virtual meeting of Cabinet. Any decisions that were taken under delegated powers would be reported to the next possible meeting of Cabinet and Full Council. Delegated decisions would be an exception.

That Friday was St George's Day, the Leader stated that it was important to celebrate as a community and that the Council had undertaken initiatives to do this.

CAB-69 Affordable Warmth Strategy and Action Plan

Key Decision identified as **Affordable Warmth Strategy and Action Plan** in the Notice of Key Decisions published on 24 March 2021.

Councillor D Wright, Cabinet Member: Economy, Housing, Transport and Infrastructure presented the report of the Director: Housing, Employment & Infrastructure.

The draft Strategy being presented for the period 2021-26 was an important element of the Council's housing strategy. The objective of the Strategy was to improve housing stock condition across the Borough; providing a decent place to live was the foundation on which people built their lives.

The Strategy aimed to reduce the number of houses that were classed as in fuel poverty. At the time of the meeting, over 9% of households were considered to be in fuel poverty. This was below the national and regional average but it meant that there were still many residing in cold and damp homes. The issue spanned both urban and rural areas, and in some parts of the Borough the fuel poverty rate was over 14% of households.

Tackling fuel poverty linked in with a number of Council initiatives such as building Safer & Stronger Communities, supporting the most vulnerable through the Health & Wellbeing Strategy, and it linked directly to the Authority's aim to create a better Borough.

More fuel-efficient homes would also help to tackle the climate emergency,

Cabinet Members welcomed the report and the Strategy noting the importance of warmer and higher quality homes in ensuring healthier lives. Telford & Wrekin was doing what it could to tackle fuel poverty but could not succeed alone. Government action was also needed.

The Leader of the Liberal Democrat / Independent Group welcomed the report.

The Leader of the Conservative Group had a number of queries:

1. How would people living in fuel poverty be identified?
2. What was the Council's reduction target and over what period?
3. What power did the Council have over private landlords to address the problems raised in the report?

The Cabinet Member informed the Leader of the Conservative Group that households would be identified through cross-agency working, examining applications for benefits and other forms of support. Private landlords would be engaged through enforcement actions, they were also required to comply with a set energy efficiency rating. The target would have to be reviewed as indicators of fuel poverty had been changed.

The Leader of the Council stated that this Strategy went some way to addressing the problem that many faced – whether to eat or to heat their homes.

RESOLVED that:

- **The Council's draft Affordable Warmth Strategy for a six-week period of consultation with partners and stakeholders be approved.**

- **Responsibility be delegated to the Director: Housing, Employment and Infrastructure, in consultation with the Cabinet Member for Economy, Housing, Transport & Infrastructure to update and finalise the draft Strategy following the consultation. Any significant changes required as a result of the consultation would be brought back to Cabinet for approval before the Strategy is finalised.**
- **Responsibility be delegated to the Director: Housing, Employment & Infrastructure, in consultation with the Cabinet Member for Economy, Housing, Transport & Infrastructure to finalise and launch the Affordable Warmth “Top-up” Fund based on the criteria set out in the local ECO-Flexible Eligibility Statement of Intent approved at Cabinet on 9th July 2020 and published on the Council’s web-site on 17th December 2020.**
- **Cabinet would receive an annual progress report on the implementation of the Affordable Warmth Strategy.**
- **It be noted that the Council would report bi-annually to the Secretary of State in line with its obligations under the Home Energy Conservation Act 1995 (HECA).**

CAB-70 Allscott Free School Presumption

Key Decision identified as **Allscott Free School Presumption** in the Notice of Key Decisions published on 24 March 2021.

Councillor S A W Reynolds, Cabinet Member: Children, Young People, Education and Lifelong Learning presented the report of the Director: Education and Skills.

The report sought approval to undertake a presumption competition to establish a new primary school at Allscott due to need arising from residential development in the area.

An Academy sponsor needed to be identified to open the new school at Allscott to ensure there were sufficient school places in the local area for children moving to the new Allscott development. It was proposed that the new school would open in September 2023 and provide 150 new primary school places.

The residential developer, through a s.106 agreement, would meet the capital costs of delivering the new school.

The Leaders of the Conservative and the Liberal Democrat/Independent Groups welcomed the proposal. The Leader of the Conservative Group queried what would happen if a sponsor did not present itself.

The Cabinet Member informed the Leader of the Conservative Group that the Department for Education would ensure that the Council did find a sponsor. The Director: Education and Skills noted that there had already been interest in sponsoring the proposed school.

RESOLVED that:

The commencement of the presumption competition to find a suitable school sponsor for the proposed Allscott Primary School be approved.

CAB-71 Local Plan Scrutiny Review Recommendations

Cabinet received a presentation from Councillor C R Turley, Chair of the Communities Scrutiny Committee and Co-Chair of the Local Plan Working Group.

At the 11 November 2020 meeting of the Communities Scrutiny Committee, the Committee received a briefing on the Authority's Local Plan proposals from the Council's Director for Housing, Employment & Infrastructure, the Strategic Planning Team Leader, and the Cabinet Member for Neighbourhood, Commercial Services and Regeneration.

The Committee received briefings on specific policy areas and the form that the Local Plan consultation would take. Members expressed a specific interest in scrutinising the policy areas of Bio-diversity Net Gain and Urban Greening. Due to the cross-committee nature of the Local Plan, it was agreed that a working group made up of Members from a variety of committees would best serve scrutiny of the proposals.

A six-member Working Group was formed, meeting five-times throughout February and March to examine bio-diversity net gain and urban greening within the Local Plan proposals. At its meetings, the Working Group received evidence from Council officers and external speakers, shared research findings, and discussed the proposals.

The Group was keen for the Borough to adopt as strong a policy in both bio-diversity net gain and urban greening as possible whilst retaining the flexibility needed to allow the Borough to continue to grow and flourish. The Group made the recommendation contained within the report to contribute to the Council's efforts in addressing the Climate Emergency and creating a greener Borough.

The Leader of the Liberal Democrat / Independent Group expressed his support for the proposals.

The Cabinet Member: Economy, Housing, Transport and Infrastructure welcomed the report and stated the intention to ask officers to incorporate the Working Group's recommendation into the review.

RESOLVED that:

- **Bio-diversity net gain should, wherever possible, be delivered on the site that is being developed. If this was not possible, then it should be delivered on a site agreed with the Council, such site to be as close as possible to the site being developed;**
- **Where urban greening and bio-diversity net gain was provided off-site, efforts should be made to secure additional benefits, such as public access, where possible. To maximise public benefit, investment should in the first instance be directed to publicly owned land;**
- **The provision of urban greening should be required of commercial and residential developments;**
- **That an urban greening policy should be adopted and that the Council instruct an appropriate urban greening specialist to prepare evidence to support as high an urban greening factor as possible;**
- **Unless otherwise required by the emerging Environment Bill, a policy requiring a bio-diversity net gain be adopted which distinguished between major and minor developments with measurable net gain on minor developments and a minimum net gain requirement of 10% on major developments;**
- **The Council should seek to introduce bio-diversity net gain and urban greening prior to both the formal adoption of an adopted local plan and the Environment Bill becoming law; and**
- **The Council should seek to lead by example in the fields of bio-diversity net gain and urban greening. The working group recognised that this could not be written into the Local Plan but wished to see the Council adopt it as policy.**

The meeting ended at 10.30 am

Signed for the purposes of the Decision Notices

Anthea Lowe
Associate Director: Policy & Governance
Date: **Wednesday, 28 APRIL 2021**

Signed

Date: Thursday, 27 May 2021

TELFORD & WREKIN COUNCIL

CABINET – 27 MAY 2021

ASSOCIATION OF DIRECTORS OF ADULT SOCIAL SERVICES – PEER CHALLENGE OF TELFORD AND WREKIN ADULT SOCIAL CARE

REPORT OF DIRECTOR OF SOCIAL CARE

LEAD CABINET MEMBER – CLLR ANDY BURFORD

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 The report advises members of the recent Peer Challenge – Pause and Reflect undertaken within Adult Social Care and the findings of the Challenge Team.
- 1.2 The Peer Challenge Team stated, in summary, that ‘Telford has exceptional adult social care operational delivery and partnerships relationships and is in a strong position to position itself as the leader of the population health, economic restoration and maximising the digital inclusion offer at the local place’.

2. RECOMMENDATIONS

- 2.1 Members note the process followed during the Peer Challenge and the excellent findings highlighted in this report and within the full presentation (Appendix 1)

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priorities?	
	Yes	<i>Ensuring every child, young person and adult lives well in their community. A community focussed, innovative council providing efficient, effective and quality services</i>
	Will the proposals impact on specific groups of people?	
	Yes	<i>People with a range of needs including physical disabilities, sight or</i>

		<i>hearing problems, learning disabilities or mental illnesses, carers, young people transitioning from children's services into adulthood.</i>
TARGET COMPLETION/DELIVERY DATE		<i>In line with the continuous improvement plan for Adult Social Care</i>
FINANCIAL/VALUE FOR MONEY IMPACT	Yes	There are no financial implications arising from adopting the recommendations of this report. RP-13.5.21
LEGAL ISSUES	Yes	Section 6 of the Local Authority Social Services Act 1970 requires the Council to appoint a Director of Adult Social Services [DASS] for the purposes of its social services functions, other than those for which the Council's Director of Children's Services [DCS] is responsible under Section 18 of the Children Act 2004. Those statutory social services functions are set out in Schedule 1 to the 1970 Act, as updated and amended from time to time. Sections 7 and 7A of the 1970 Act require the Council to exercise their social services functions under the general guidance and directions of the Secretary of State and Section 78 of the Care Act 2014 applies similarly to guidance issued in respect of the specific social services functions under that Act. The outcomes from the Peer Challenge will therefore assist the Council in the provision of its statutory social services functions ON 13.05.2021
OTHER IMPACTS, RISKS & OPPORTUNITIES	No	
IMPACT ON SPECIFIC WARDS	No	<i>Borough-wide impact</i>

PART B) – ADDITIONAL INFORMATION

4. INFORMATION

- 4.1 Until 2010 Council's were subject to very intensive inspection and monitoring arrangements in respect of their commissioning and delivery of Adult Social Care responsibilities, set out by Government and led by the Care Quality Commission (CQC) on their behalf. Our last inspection rated the Council as performing 'well' in safeguarding adults and performing 'well' in supporting older people with 'promising' capacity to improve.
- 4.2 Government at that time agreed that the burden created by the inspection regime outweighed the benefits of the process and the system was abolished. CQC, however, have a continuing responsibility to regulate and inspect registered care providers including our own in house provision.
- 4.3 ADASS introduced a new system of self regulation based on a sector-led improvement approach. A local Peer Challenge programme was developed as part of sector-led improvement across the West Midlands region. It recognises that self-aware councils will always want to improve and share experience whilst also looking for help and support in areas where they are less well developed.
- 4.4 Telford & Wrekin volunteered to be the pilot for this approach in 2013 and undertook further Peer Challenge in 2016 and 2018.
- 4.5 The Peer Challenge 'Pause and Learn' offer has been developed to provide a more flexible response during the recent pandemic, undertaken remotely, and has enabled the culture of learning to be maintained. Using a 'Pause and Learn' approach allows different groups of stakeholders and teams to come together and, through a facilitated discussion with a team from another area, think about how opportunities for the future can be grasped to accelerate improved outcomes for local residents.

2020/21 Peer Challenge

- 4.6 The Peer Challenge Team consisted of:
- Paula Furnival, Lead DASS (Worcestershire County Council)
 - Cllr Adrian Hardman (Cabinet Lead and Deputy Leader Worcestershire County Council)
 - Frances Kelsey (Lead Commissioner Worcestershire County Council)
 - Seanna Lassetter (Principal Social Worker Walsall Council)
 - Meena Dulai (Head of Service Wolverhampton Council)
 - Helen Coombes (ADASS West Midlands Peer Challenge Lead)

The Team were with Telford, 'virtually', for one week during March 2021 and engaged with staff, managers, people with lived experience of social care, carers, elected Members, partners and voluntary sector

colleagues. The process also included a Social Care Practice review and case audit and this was led by Mark Godfrey, WM ADASS Practice Review Lead, and undertaken by members of the Principal Social Worker Network, West Midlands during November 2020. The Peer team were able to review documentary evidence around performance, structures, processes and policies in advance as well as conducting meetings and group sessions via 'Teams' and 'Zoom', as appropriate with stakeholders.

4.7 The focus agreed with the Peer Team included:

- The shape and nature of leadership opportunities in the context of the Integrated Care System;
- Refreshing the contribution that adult social care makes to the council, and the wider system in the context of Place Based working;
- Identifying and reflecting the best practice opportunities that can be further developed

4.8 The final presentation setting out their findings has now been received from the Peer Challenge Team. Officers consider the findings to be balanced and constructive to the Council moving forward and are very positive throughout particularly around the quality of practice, partnerships and leadership.

4.9 The key points are detailed here.

- The **focus on social care practice, values, and professional curiosity** was evident in many of the discussions particularly in exploring how people can be supported to live independently
- The relationships between Telford and Wrekin staff and partners in primary, community and acute health care on an operational basis are very strong, and the senior managers demonstrated how much they respected each others priorities and contributions
- There is regular, effective communication across teams, aided by clear conversations with care providers, different parts of the council and across adult social care had a strong team ethos focused on outcomes
- The range of support from different parts of the system has been appreciated by the market during a very difficult time
- A values driven leadership and team relationship based ethos ; “do the right thing”; Proudness about working in and for Telford was very tangible across all of the meetings including those external to the council and Experts by Experience
- The on line and digital offer, including Live Well Telford has reportedly helped to reach out to people who the council had previously not had contact with, including those people who were shielding, reporting they found it a useful tool to access help and support
- High staff engagement has continued through the COVID pandemic, and regular welfare checks, well being offer and continuing the focus

on staff involvement has clearly helped to protect morale and led to outcomes such as 90% of staff feeling they can influence services

- Though for some the beginning of COVID was a difficult time, particularly adults with a disability, the commitment to inclusion and transformation based on co production has been valued by the Making it Real Board. The co production work that has led to the design of the virtual house and the eventual opening of its physical presence is really impressive in the context of COVID
- Experts by Experience are supporting conversations with people and professionals around hospital discharge to aid communications with statutory services which is a good example of best practice
- Despite all of the risks in the wider care market, which is mainly made up of small providers, the team work across care providers, and health and social care staff has meant the Care Market has successfully been able to respond to commissioning needs for additional capacity due to COVID. Good examples of partnership working getting new services up and running effectively.
- At a very early stage it was recognised that there needed to be a wide scope to the COVID response that included housing issues, and how this can provide an opportunity to build into an ambitious specialist housing and accommodation strategy
- Whilst recognising the need to focus on the immediate COVID response the adult social care team appears to have maintained a focus on the broader and longer term issues such as developing a Learning Disability Strategy and making sure that the strengths based practice in reviews was continued
- The care market resilience was identified as a key risk, and a range of interventions including the deployment of public health to focus on infection control support, using data to target resources and mobilising very quickly with partners to offer an integrated offer was key to helping manage in each wave of the pandemic
- The strength of community and voluntary sector resource was recognised and focus given at a leadership level to work alongside the voluntary sector rather than to try and direct it. The flexibility individuals, and teams have shown in all sorts of different organisations and groups has been outstanding
- Keeping a focus on the future despite all of the challenges of COVID 19 has clearly been a priority for the Chief Executive and the senior political team, this has meant that the relationships with the developing Integrated Care System, continuing to develop the governance structures such as the Telford and Wrekin Integrated Place Partnership (TWIPP) and maintaining the momentum of the technology strategy has been prioritised
- Co production, enhancing the role of the Making it Real Board and keeping focused on the strengths based practice and the importance of strong clear leadership across adult social care to make sure Telford is in a good position to move into a post pandemic phase ensures that adult social care is in a good position to lead place based developments as part of the White Paper implementation. The

Learning Disability Partnership Board shows a good co-production ethos

- Market development, commissioning strategy and adult social care practice has started to become more integrated, during the COVID pandemic and this will help ensure that hidden and new demand can effectively be managed in this next phase and the resources available for adult social care are sufficient to meet need
- The need to identify common ground with Shropshire and to play this into the COVID response and discussions with the wider health system have helped to mature relationships with health partners that work across the two place based areas and help embed an acceptance of Telford and Wrekin as a key player in the wider system
- The focus on climate change and economic regeneration, alongside developing the specialist housing and a strong digital offer are all really good examples of the unique offer that Telford and Wrekin brings to the local Place and the broader system
- The responses by the local voluntary sector and communities groups has been phenomenal over the last 12 months, the enthusiasm and commitment from this sector, and its offer to work closely with local business is clearly something stakeholders want to build on.
- The rapidly strengthening Making it Real Board, the energy and strong sense of mutual respect with the Experts by Experience is valued across the system, maintaining this level of co production was articulated as a priority by many - Co production and involvement
- The strong relationships across the directorate and the council, with partners and across the system including with primary care are something that people want to retain, further promoting a culture of 'we are in it together' is very much an ethos that people want to maintain good relationships
- Adult social care senior leaders, and the wider workforce feel that they have demonstrated to the council and to the wider system the contribution they bring to the system, they want to continue to have a stronger influence in shaping the health and well being strategy to tackle inequalities and lead work that ensures the care market is resilient, economically thriving and actively promoting early help and prevention

In summary the following areas were set out for the Council to consider in moving forward:

- **Telford has exceptional adult social care operational delivery and partnerships relationships** during an incredibly difficult time and is in a strong position to position itself as the leader of the population health, economic restoration and maximising the digital inclusion offer at the local place

- The Telford and Wrekin Integrated Place Partnership (TWIPP) gives a strong foundation for a governance structure that ensures the Health and Wellbeing Board and local elected members are enabled to fulfil their roles in civic leadership to tackle health inequalities and have sustainable health and social care local offer
- The different elements of a strategic narrative of the council offer to the Integrated Care System is in place and needs to be clearly articulated internally and externally demonstrating the impact on outcomes, demand and cost of services
- Continuing to achieve deeper leadership integration across commissioning and operational adult social care will ensure that the strengths based practice and co production will be shared and developed across the whole place based pathway for all ages, and improve efficiencies. Understand what key partnerships will manage future demand and needs and develop those now
- Further reflection on how adult social care leadership can best influence and support the ICS and Covid legacy work

5 IMPACT ASSESSMENT – ADDITIONAL INFORMATION

N/A

6 PREVIOUS MINUTES

None

7 BACKGROUND PAPERS

N/A

Report prepared by Clare Hall-Salter, Service Delivery Manager: Service Improvement and Efficiency, Telephone: 01952 382016

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VISION 2021

SUSTAINABLE MARKETS
SUSTAINABLE SYSTEMS
SOCIAL JUSTICE

**SECTOR LED
IMPROVEMENT**

directors of
adass
adult social services
West Midlands

Pause and Learn Telford and Wrekin Adult Social Care

March 2021

Proud to be part of
Telford Adult Social
Care

We have never had an occasion
where the market has not
responded

“there was a whole council
approach and everybody
stepped up to help people
shielding and vulnerable
residents”

What is the 'Pause and Learn' Approach?

The COVID-19 pandemic has and continues to impact on a whole range of service delivery and planning functions across health and social care, systems and communities are now trying to find a way of balancing the ongoing COVID response whilst also transforming local services

WM ADASS has an enviable record in delivering Adult Social Care peer reviews with all 14 councils participating in three cycles over a 6-year period with sharing of good practice, learning from peers and a critical friend approach embedded across the region – developing a 'Pause and Learn' offer to provide a more flexible response during the pandemic undertaken remotely has enabled the culture of learning to be maintained.

Using a 'Pause and Learn' approach allows different groups of stakeholders and teams to come together and through a facilitated discussion with a team from another area think about how opportunities for the future can be grasped to accelerate improved outcomes for local residents

Telford and Wrekin are the 3rd council to use this approach, council's build a programme that allows the participants to have discussions and reflection that will help them build the next stage of their recovery and transformation


The visiting team's focus on encouraging and supporting participants to have facilitated reflective discussion framed around four key questions with the council identifying in advance an themes they would like to be explored

1. What sort of team/group/partnership are you already? Reflection on your actions
2. When are/were you at your best?
3. What do/did you anticipate well and what surprised you?
4. What will/do you want to build on going forward?

Feeling our value as a
Making it Real Board, we
need to work up our own
confidence

West Midlands Pause and Learn Context

- Part of the wider sector-led challenge and continuous Improvement Offer
- Telford and Wrekin Council had been due to have a peer review in 2020 and were keen to use the Pause and Learn offer to help them reflect on the next phase of change that will be required as COVID 19 and the new White Paper will require further transformation. The focus has included ;
 - The shape and nature of leadership opportunities in the context of the Integrated Care system
 - Refreshing the contribution that adult social care makes to the council, and the wider system in the context of Place Based working
 - identifying and reflecting the best practice opportunities that can be further developed
- A Practice Review (Pause and Learn) was undertaken via the Principal Social Worker Network with a reflective discussion with key stakeholders including the Director led by the WM ADASS Practice Review lead Mark Godfrey in November 2020
- The Pause and Reflect team consists of Paula Furnival (Strategic Director People Worcestershire County Council), Cllr Adrian Hardman (Cabinet Lead and Deputy Leader Worcestershire County Council), Frances Kelsey (Lead Commissioner Worcestershire County Council), Seanna Lassetter (Principal Social Worker Walsall Council), Meena Dulai (Head of Service Wolverhampton Council) and supported by Helen Coombes (WM ADASS Peer Challenge Lead)



We had more
volunteers than we
knew what to do with

What sort of team/system are you ?

The **focus on social care practice, values, and professional curiosity** was evident in many of the discussions particularly in exploring how people can be supported to live independently

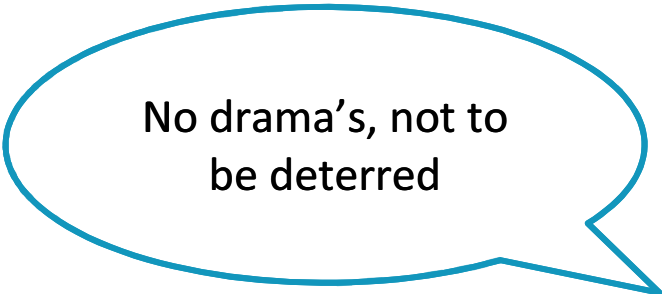
The relationships between Telford and Wrekin staff, and partners in primary, community and acute health care on an operational basis are very strong, and the senior managers **demonstrated how much they respected each others priorities and contributions**

There is **regular, effective communication across teams**, aided by e.g. allocated social workers for each care setting and it was clear in the conversations that care providers, different parts of the council and across adult social care had a strong team ethos focused on outcomes

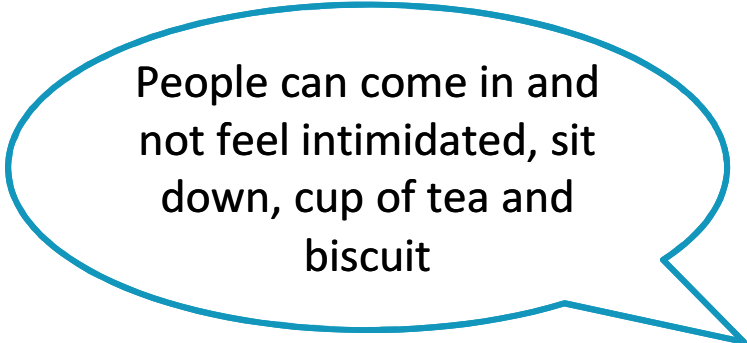
Weekly meetings for both care homes and domiciliary care agencies have been particularly useful to manage the changing situation during COVID, and the range of support from different parts of the system **has been appreciated by the market during a very difficult time**

Inclusivity challenges facing the Experts by Experience were tackled by **individual leaders efforts** for example making sure that Zoom was used rather than Microsoft teams

Sarah Dillon (DASS) is recognised as embedding a **values driven leadership and team relationship based ethos** ; **“do the right thing”** Proudness about working in and for Telford was very tangible across all of the meeting including those external to the council and Experts by Experience



No drama's, not to
be deterred



People can come in and
not feel intimidated, sit
down, cup of tea and
biscuit

When you are you at your best ?

The **on line and digital offer, including Live Well Telford** has reportedly helped to reach out to people who the council had previously not had contact with, including those people who were shielding reporting they found it a useful tool to access help and support

High staff engagement has continued through the COVID pandemic, and regular welfare checks, well being offer and continuing the focus on staff involvement has clearly helped to protect morale and led to outcomes such as 90% of staff feeling they can influence services

Though for some the beginning of COVID was a difficult time, particularly adults with a disability the **commitment to inclusion and transformation** based on co production has been valued by the Making it Real Board. The co production work that has led to the design of the virtual house and the eventual opening of its physical presence is really impressive in the context of COVID

Experts by Experience are supporting conversations with people and professionals around hospital discharge to aid communications with statutory services which is a good example of best practice

Despite all of the risks in the wider care market, which is mainly made up of small providers the team work across care provider and health and social care staff has meant the Care Market has successfully been able to respond to commissioning needs for additional capacity due to COVID. **Good examples of partnership working getting new services up and running effectively.**



Beginning of COVID
was a bit rocky

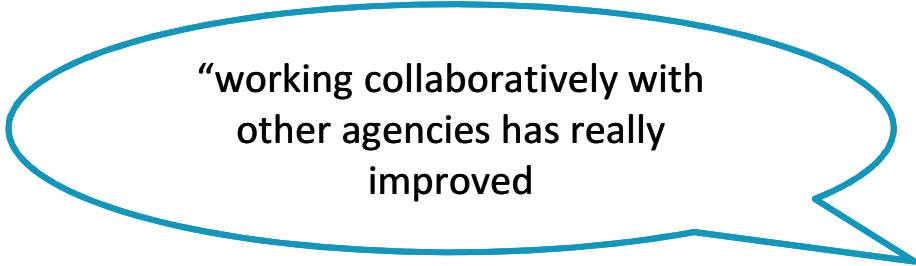
What do you anticipate well ?

At a very early stage it was recognised that there needed to be a **wide scope** to the COVID response that included housing issues, and how this can provide an opportunity to build into an ambitious specialist housing and accommodation strategy.

Whilst recognising the need to focus on the immediate COVID response the adult social care team appears to have maintained a **focus on the broader and longer terms issues** such as developing a Learning disability strategy and making sure that the strengths based practice in reviews was continued

The care market resilience was identified as a key risk, and a range of interventions including the deployment of public health to focus on infection control support, using data to target resource's and mobilising very quickly with partners to offer an integrated offer was key to helping manage in each wave of the pandemic

The strength of community and voluntary sector resource was recognised and focus given at a leadership level to work alongside the voluntary sector rather than to try and direct it, the flexibility individuals, and teams have shown in all sorts of different organisations and groups has been outstanding



“working collaboratively with other agencies has really improved

What do you anticipate well ?

Keeping a **focus on the future** despite all of the challenges of COVID 19 has clearly been a priority for the Chief Executive and the senior political team, this has meant that the relationships with the developing Integrated Care system, continuing to develop the governance structures such as TWIP and maintaining the momentum of the technology strategy has been prioritised

Co production, enhancing the role of the Making it Real Board and keeping focused on the strategy based practice and the importance of strong clear leadership across adult social care to make sure Telford is in a good position to move into a post pandemic phase ensures that adult social care is in a good position to lead place based developments as part of the White Paper implementation. The Learning Disability Partnership Board shows a good co-production ethos

Market development, commissioning strategy and adult social care practice has started to become more integrated, during the COVID pandemic and this will help ensure that hidden and new demand can effectively be managed in this next phase and the resources available for adult social care are sufficient to meet need

The need to identify **common ground with Shropshire** and to play this into the COVID response and discussions with the wider health system have helped to mature relationships with health partners that work across the two place based areas and help embed an acceptance of Telford and Wrekin as a key player in the wider system

The focus on **climate change and economic regeneration**, alongside developing the specialist housing and a strong digital offer are all really good examples of the unique offer that Telford and Wrekin brings to the local Place and the broader system

The market has gone against all expectations, fantastic Everything else should be a breeze

What will you retain and build upon ?

- The responses by the **local voluntary sector and communities groups** has been phenomenal over the last 12 months, the enthusiasm and commitment from this sector, and its offer to work closely with local business is clearly something stakeholders want to build on.
- The rapidly strengthening Making it Real Board, the energy and strong sense of **mutual respect** with the Experts by Experience is valued across the system, maintaining this level of co production was articulated as a priority by many Co production and involvement
- The **strong relationships** across the directorate and the council, with partners and across the system including with primary care are something that people want to retain, further promoting a culture of 'we are in it together' is very much an ethos that people want to maintain Fab relationships
- Adult social care senior leaders, and the wider workforce feel that they have demonstrated to the council and to the wider system the contribution they bring to the system, they want **to continue to have a stronger influence in shaping the health and well being strategy** to tackle inequalities and lead work that ensures the care market is resilient, economically thriving and actively promoting early help and prevention

The council protects Telford as a place, Its Live Well site and ILC are excellent

Key themes to maximise opportunities

Be really clear on the **strategic opportunities and priorities** and use those with the operational team, council team, Members, and partners

In that narrative, use your rationale that the council's contribution is to get to **the heart of the community**, to work in partnership with customers and local organisations, and this builds the strengths based approach

You told us that the council is about prevention, public health management and recovery – don't underplay this **OFFER**

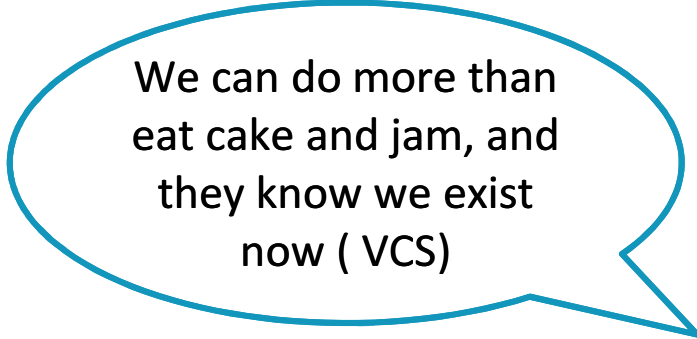
Make the connection for health colleagues in particular about managing DEMAND, the OFFER, and better OUTCOMES

You told us that the **ASC budget** (which is lower in comparison to other LA's in the region as a % of overall spend) is supported by wider initiatives (e.g. housing, transformation funds, reserves) and can overspend. Consider if this will meet the demographic demands of the growth in the older people population

The **switch to technology** as a way of working has been dramatic. Really stress test with customers and workforce their experience to get the balance understood and ensure digital inclusion is maintained

The approach on the **use of data** to predict and support population health management could be further explored. Your CYP told us they would benefit from sharing the needs based knowledge you have gained

Your **commissioning approach** is strengthening and can be built upon



We can do more than
eat cake and jam, and
they know we exist
now (VCS)

In summary

Telford has exceptional adult social care operational delivery and partnerships relationships during an incredibly difficult time and is a strong position to position itself as the leader of the population health, economic restoration and maximising the digital inclusion offer at the local place

The TWIP gives an strong foundation for a governance structure that ensures the health and well being board and selected members are enabled to fulfil their roles in civic leadership to tackle health inequalities and have sustainable health and social care local offer

The different elements of a strategic narrative of the council offer to the Integrated Care System is in place and need to be clearly articulated internally and externally demonstrating the impact on outcomes, demand and cost of services

Continuing to achieve deeper leadership integration across commissioning and operational adult social care will ensure that the strengths based practice and co production will be shared and developed across the whole place based pathway for all ages, and improve efficiencies. Understand what key partnerships will manage future demand and needs and develop those now

Further reflection on how adult social care leadership can best influence and support the ICS and Covid legacy work

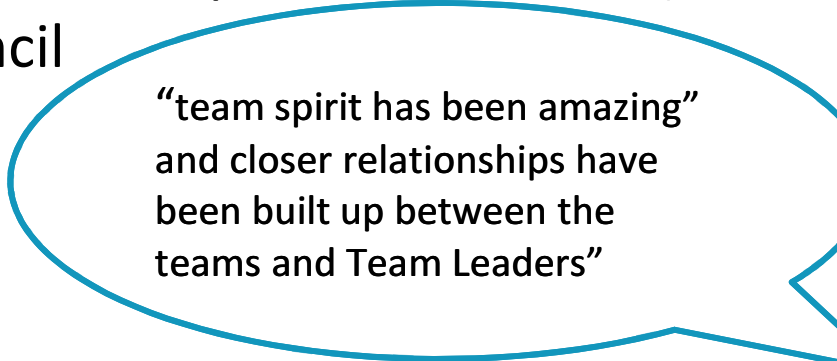
“the council is continually connected with partners to make sure we do the right thing together”

Practice Review (Pause and Learn) - Methodology

The Practice Review was undertaken in Telford and Wrekin during November 2020. At the request of the Director, Adult Social Care this Practice Review was a hybrid between a review focusing on strengths-based practice and the Pause and Learn post-Covid-19 review.

The Practice Review consisted of virtual meetings and a review of case files. Virtual meetings were held on 10 November 2020 with five Team Leaders and on 11 November 2020 with the Director, three Service Delivery Managers and the host Principal Social Worker; and another with eleven practitioners.

The three Principal Social Workers (including the host Principal Social Worker) examined fifteen case records provided by the council.



“team spirit has been amazing”
and closer relationships have
been built up between the
teams and Team Leaders”

Practice Review – Case files

- The three Principal Social Workers (including the host Principal Social Worker) examined all 15 cases provided the council (five cases each) and audit forms were completed for each case
- Principal Social Workers considered that the council has a good baseline for strengths-based practice throughout adult social care, and that the 'Making it Real' Board is central to co-production and developing practice
- Overall, all of the case records examined were considered to be consistently good with 86% either good or outstanding
- There were no cases causing significant issues of concern that needed to be returned for review
- The audit tool comprised thirteen questions, twelve of which were rated using a scale of outstanding, good, requires improvement and inadequate. The ratings are made by Principal Social Workers based on components of good practice they have identified and their experience. In total there were 180 questions rated (15x12), (although four questions were considered to be not applicable as they were completed by Occupational Therapists), so 176 questions were rated and the overall numbers and percentages are as follows:

Outstanding	33 (19%)
Good	118 (67%)
Requires improvement	25 (14%)
Inadequate	0 (0%)

“practitioners were really creative in how they undertook assessments”

“some outcomes have not been fully achievable” due to issues of safety and risk as practitioners have not been able to make visits

Practice Review - Key Strengths

A good baseline for strengths-based practice throughout adult social care

Director and management team (including the host Principal Social Worker) worked closely regarding easements and communicating messages

Good support provided to staff throughout the pandemic from all managers, including the Chief Executive

Excellent response from IT in launching Microsoft Teams quickly

Individualised approach to home and office working, and staff needs for equipment taken into account to support staff to work at home

Good examples of integrated arrangements and joint working e.g. Integrated Discharge Team across Telford and Shropshire, Integrated Autism hub, Integrated Place Partnership and Integrated Admission Avoidance Team and the voluntary and community sector

Evidence that the 'Making it Real' Board is central to co-production and developing strengths-based practice

Management - "very much a human touch and it's very much appreciated by all of the staff"

"the ICT Team were amazing and put Microsoft Teams in place overnight"

Practice Review - Opportunities for development

Improving the articulation and appropriate recording of individual strengths and outcomes in assessments and support plans

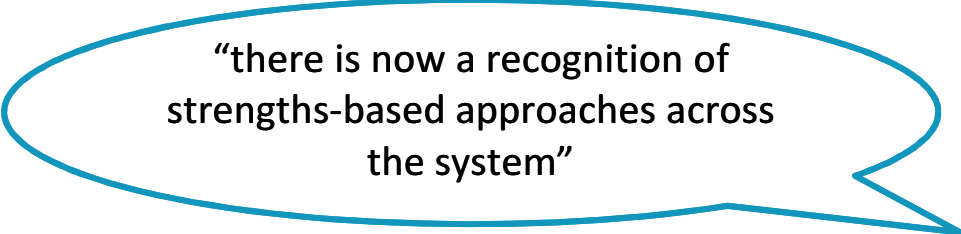
Reviewing the risk assessment and developing a more enabling approach

Examining practice to ensure that 'Making it Personal' is understood and there is a strengths-based approach to safeguarding

Completing the Learning Disability Strategy and further developing opportunities for people to access community activities in the longer-term rather than the provision of building-based services

Developing widespread access to virtual platforms for people

Working with the NHS to further develop strengths-based and asset-based practice across the system



"there is now a recognition of strengths-based approaches across the system"

TELFORD & WREKIN COUNCIL

CABINET – 27 May 2021

BUILDING SAFER AND STRONGER COMMUNITIES THROUGH CCTV

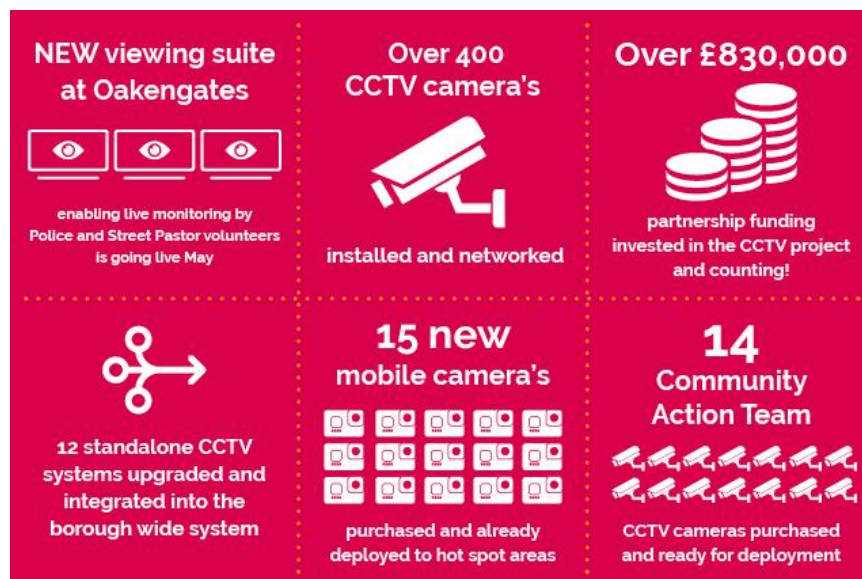
REPORT OF THE DIRECTOR: NEIGHBOURHOOD & ENFORCEMENT SERVICES

LEAD CABINET MEMBER: CLLR RICHARD OVERTON

PART A) – SUMMARY REPORT

1. SUMMARY OF MAIN PROPOSALS

- 1.1 Results from the 2020 Telford & Wrekin residents survey illustrate that 77% of respondents stated that they either 'Strongly agree' or 'Tend to agree' that their neighbourhood is a safe place to live.
- 1.2 The Council working with West Mercia Police has an effective partnership that is focused on tackling all forms of crime to ensure our neighbourhoods are great places to live, work and visit. Enforcement is a key priority for the Council as part of our work to Protect, Care and Invest to create a better borough; the Council fulfils a variety of enforcement duties and works closely with West Mercia Police to tackle crime and disorder.
- 1.3 Closed Circuit Television (CCTV) is recognised for being one key component to enhance community safety while providing an evidence base across both the Council and West Mercia Police. CCTV also provides a visible presence while providing reassurance to communities.
- 1.4 Key aspects of the investment include:



1.5 This report provides an update on the investment into CCTV development across the Borough; this investment has been delivered through:

- Council investment through the borough wide project;
- Working in partnership with Town and Parish Council's through the Community Action Team offer;
- The Police and Crime Commissioner as part of the borough wide project;
- The Home Office through Brookside Safer Streets;

1.6 In addition, this report outlines the next steps and development in CCTV infrastructure for the coming year and beyond.

2. **RECOMMENDATIONS**

It is recommended that Cabinet:-

2.1 Notes the content of this report and progress made to date.

2.2 Endorses the next steps of CCTV infrastructure across the borough as part of enhancing community safety to ensure our neighbourhoods are great places to live, work and visit.

3. SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	<ul style="list-style-type: none"> • All neighbourhoods are a great place to live • A community – focussed innovative council providing efficient, effective and quality services • Our natural environment is protected, and the Council has a leading role in addressing the climate emergency
	Will the proposals impact on specific groups of people?	
	No	
TARGET COMPLETION/ DELIVERY DATE	The borough wide CCTV project has been largely completed with a few installations left to complete by the end of June. On-going investment will continue as set out by community safety initiatives and associated timelines.	
FINANCIAL/ VALUE FOR MONEY IMPACT	Yes	<p>£450k has been invested in the Borough wide CCTV project which was jointly funded between Telford and Wrekin Council and the Police and Crime Commissioner. Additional funding of £47k was also secured through the Police and Crime Commissioner and the Home Office via Brookside Safer Streets.</p> <p>There is an ongoing revenue budget for CCTV of £30k per year which will support the annual maintenance, servicing and repair costs of the CCTV system.</p> <p>The Community Action Teams also provide additional funding to CCTV over the next 3 years. The CAT's are being funded by Parish and Town Council's with match funding being provided from the Council.</p> <p>There is also funding available through the £2.5million allocation for the Safer & Stronger Communities programme to further develop the CCTV infrastructure across the Borough. MLB 15.04.21</p>
LEGAL ISSUES	Yes	The use of CCTV is, at law, considered to be surveillance. In order to ensure that the fundamental freedoms and protections that members of the public expect are protected, it is necessary for the Council to operate its CCTV network in accordance with the Information Commissioner's Office guidance and also guidance from the Office Surveillance Commissioner. Staff and volunteers are trained in the legislative provisions that

		cover CCTV operation to ensure that they are aware of when and how surveillance can take place. This provides assurance that the Council's CCTV network is operated in accordance with the relevant legal provisions. AL 23/04/2021
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	Local communities may have concerns regarding the expansion of CCTV infrastructure; assurance is provided through compliance with the CCTV Code of Practice and working within the guidance set by the Information Commissioners Office and Surveillance Camera Commissioner. Having a high quality CCTV system has provided (and will continue to) opportunities to explore the use of social media in progressing ongoing investigations through engaging the community. To date there have been a number of publicised investigations where CCTV has supported in a positive outcome.
IMPACT ON SPECIFIC WARDS	No	Borough-wide impact

PART B) – ADDITIONAL INFORMATION

4. Background

- 4.1 In 2018 the Council, working in partnership through the Community Safety Partnership and the Police and Crime Commissioner, grasped the opportunity to rethink and evaluate the existing CCTV infrastructure across the borough.
- 4.2 In response to ageing assets and developments in technology, the Council together with West Mercia Police, supported directly by the Leader of the Council and the Police and Crime Commissioner, agreed to jointly fund £450,000 investment into a borough wide project to upgrade and replace the local CCTV system.
- 4.3 In addition, as part of the success of Brookside Safer Streets project, a further £47,000 has been invested into upgrading and installing new infrastructure as part of a project to enhance community safety and reduce acquisitive crime.
- 4.4 The all-new CCTV infrastructure provides live imagery and recording into the purpose built control room in Oakengates. This control room is operated by volunteers approved and managed by West Mercia Police.
- 4.5 The control room provides direct support and response when needed but also the ability to collate evidence/intelligence as part of our commitment to tackle crime and disorder. This investment also includes 15 deployable cameras that can be utilised in hot spot locations to tackle anti-social behaviour and environmental crime.

- 4.6 The borough wide project originally incorporated 12 sites to be upgraded however, with additional funding opportunities the Council has been able to upgrade a further 8 sites taking the total to 20 locations that includes Wellington, Oakengates, Dawley, Madeley, Brookside, Sutton Hill, Hadley, Leegomery, Arleston, Malinslee, Hollinswood, Randlay, Newport, Telford Ice Rink, Dark Lane Car park, Town Park Visitor Centre, Southwater 1, Southwater, Multi storey car park, Donnington Parade shops.
- 4.7 Technology has enabled the ability to connect to a number of existing council standalone systems into the new network; this has included the Silver Swallow Bridge and the Ice Rink. Within the first week of the infrastructure being connected at Silver Swallow Bridge, footage provided evidence to secure an arrest for an individual captured causing criminal damage. Since installation, there has been no repeat and criminal damage to the bridge has stopped.
- 4.8 Working with Town and Parish Council's, the Council has been able to integrate standalone systems into the network and control room at Oakengates. Going forward, this integration will continue where other standalone systems exist to enhance community safety while creating operational efficiencies. The borough wide system has so far integrated eight systems including the Parade in Donnington that was previously operated and managed by West Mercia Police.

5. Governance

- 5.1 The CCTV network is recognised as adopting 'best practice' guidance and remains fully compliant by the Camera Surveillance Commissioner and Information Commissioners Office guidance.
- 5.2 On installation, a review at each site is undertaken to identify locations for CCTV signage to be installed. The presence of signage informs the public that they are entering into an area covered by CCTV and is a requirement as per guidance issued by the Information Commissioners Office (ICO).
- 5.3 Only trained staff and vetted volunteers are permitted to access the CCTV control room. Vetted volunteers undertake a comprehensive training package that includes the following:
- Freedom of Protection Act 2012 – Referring to ICO CCTV code of practice
 - Data Protection Act 2018 – To support and understand sharing of key information principles.
 - Regulation of Investigatory Powers Act 2000 – To support understanding of Article 8 of the European Convention on Human Rights regarding overt and directed surveillance.

6. Next Steps

- 6.1 As outlined in the report, the CCTV infrastructure incorporates over 400 cameras across 20 sites with all images being viewed from one control room at Oakengates; in the coming year there is opportunity to provide direct links into Malinslee Police Station.
- 6.2 In addition, there are opportunities through the £2.5m Safer & Stronger Communities programme to deliver further CCTV infrastructure improvements in priority areas such as Sutton Hill and Donnington.
- 6.3 Due to the evolving pace of technology development and the advanced nature of the system installed across the borough, there is opportunity to provide support across Council service areas to enhance service delivery and insight. This includes highways for effective network management and leisure/tourism for visitor insight and data capture.
- 6.4 The new Community Action Team's (CAT), working in partnership with Town and Parish Council's, also benefit from the new system as each partnering Town/Parish Council has an opportunity to purchase a mobile camera which will be deployed within their ward boundary in local priority areas. To date, 14 cameras have been purchased through the CAT package with opportunity to deliver more if required. These mobile cameras are deployed to suitable lighting columns with locations supported by local information provided by the Town/Parish Clerks, police intelligence and information provided through our own intelligence.

7 IMPACT ASSESSMENT – ADDITIONAL INFORMATION

None

8 PREVIOUS MINUTES

None

9 BACKGROUND PAPERS

Telford & Wrekin Safer Communities Programme Cabinet Report – 18 February 2021.

Safer and Cleaner Neighbourhoods through the appropriate use of our Civil Enforcement Powers – 18 February 2021.

Report prepared by:

Paul Fenn, Group Manager Neighbourhood Enforcement - 01952 382107

1 SUMMARY OF MAIN PROPOSALS

1.1 For the Audit Committee to review and approve the 2020/21 Annual Governance Statement to accompany the annual accounts and the Local Code of Good Governance.

2 RECOMMENDATION

- 2.1 That members of the Audit Committee approve the Annual Governance Statement 2020/21, attached as Appendix 1 (including Annex 1), and note the information in the report
- 2.2 That members of the Audit Committee approve the Local Code of Good Governance (Appendix 2)

3 SUMMARY IMPACT ASSESSMENT

COMMUNITY IMPACT	Do these proposals contribute to specific Priority Plan objective(s)?	
	Yes	<i>The Governance Framework encompasses the whole Council and therefore all of the Council's priorities.</i>
	Will the proposals impact on specific groups of people?	
	No	
TARGET COMPLETION/ DELIVERY DATE	<i>Annual Governance Statement signed and ready to accompany the 2020/21 accounts.</i>	
FINANCIAL/VALUE FOR MONEY IMPACT	No	<p>The governance framework includes several financial elements, including the Council's financial regulations, the budget strategy and the Treasury Management Strategy. These provide the financial parameters, systems, processes and guidelines within which the Council must operate and, as such, assist in the delivery of good governance. Strong financial management also supports the delivery of value for money in ensuring economy, efficiency and effectiveness in the Council's decision making and processes.</p> <p>The Council's external auditors give an opinion on the financial statements of the authority and a value for money conclusion in their opinion on the accounts and in their Annual Audit letter each year which provides further assurance. KC 30/4/21</p>
LEGAL ISSUES	Yes	<i>The Council is required to comply with the requirements of the Audit and Accounts Regulations 2015. Regulation 6 of these Regulations sets out that the authority must undertake a review of the effectiveness of its internal control systems on an annual basis and prepare an annual governance statement. The annual governance statement must be approved in advance of the annual statement of account. AL – 1/5/21</i>
OTHER IMPACTS, RISKS & OPPORTUNITIES	Yes	<i>Good governance supports the identification and management of risks and robust control arrangements.</i>
IMPACT ON SPECIFIC WARDS	Yes	<i>Borough-wide impact</i>

4 INFORMATION

- 4.1 Under the Accounts and Audit Regulations 2015 the Council is required to produce an Annual Governance Statement and it is best practice that the statement is signed by the Leader and Managing Director of the Council. This statement should accompany the Annual Accounts.
- 4.2 The Annual Governance Statement for 2020/21 is attached at Appendix 1 and has been developed based on the requirements of the regulations and CIPFA/Solace guidance¹. The statement includes an action plan (Annex 1) to ensure that we continue to improve our existing governance arrangements.
- 4.3 The action plan attached to the 2019/20 statement (implemented during 2020/21) has been reviewed and updated to reflect current progress. Any actions still on progress from the 19/20 plan have been incorporated into the 2020/21 action plan, see Annex 1 to this report.
- 4.4 The Annual Governance Statement and the Local Code of Good Governance outlines that the Council has a robust governance framework in place but that it is continually reviewing procedures to maintain and demonstrate good corporate governance. It is supported by risk management and sound systems of internal control which are paramount in these continuing times of financial constraint. The Council can be assured that during 2020/21, including during organisational and personnel changes, that the existing or revised governance arrangements have continued to support proper governance. Where required changes to procedures have been agreed by SMT and changes to the Constitution have been agreed by the Council, through the Council's Constitution Committee.
- 4.5 Assurance for the Annual Governance Statement is provided by all areas of the Council and externally by the following:
- a) Leader and Chief Executive – who sign the statement to acknowledge their responsibilities;
 - b) Senior management – Chief Executive, Executive Directors, Directors;
 - c) Chief Financial Officer;
 - d) The Monitoring Officer;
 - e) Members – Scrutiny arrangements, Standards Committee, Audit Committee and other Regulatory Committees;
 - f) Internal Audit;
 - g) Partners;
 - h) External Audit; and
 - i) Other external inspection agencies.
- 4.6 The 2020/21 Annual Governance Statement sets out adherence to the Council's governance arrangements that operated during the period – 1st April 2020 to 31st March 2021 and measures the effectiveness of them.
- 4.7 The Council's current Local Code of Good Governance was previously approved by the Audit Committee to reflect the CIPFA/SOLACE framework including revised principles and guidance but further application and good practice has been received during the year and the local code has therefore been updated further. The Code continues to reflect the Council's culture and values. See Appendix 2 for a copy of the local code.

5 IMPACT ASSESSMENT – ADDITIONAL INFORMATION

N/A

6 **PREVIOUS MINUTES**

Cabinet – June 2020
Audit Committee - July 2020

7 **BACKGROUND PAPERS**

CIPFA/SOLACE – Delivering Good Governance in Local Government: Framework (2016 Edition)
Annual Audit 2020/21

Report by Rob Montgomery, Audit & Governance Lead Manager 383103



Telford & Wrekin
COUNCIL

Annual Governance Statement

2020/21

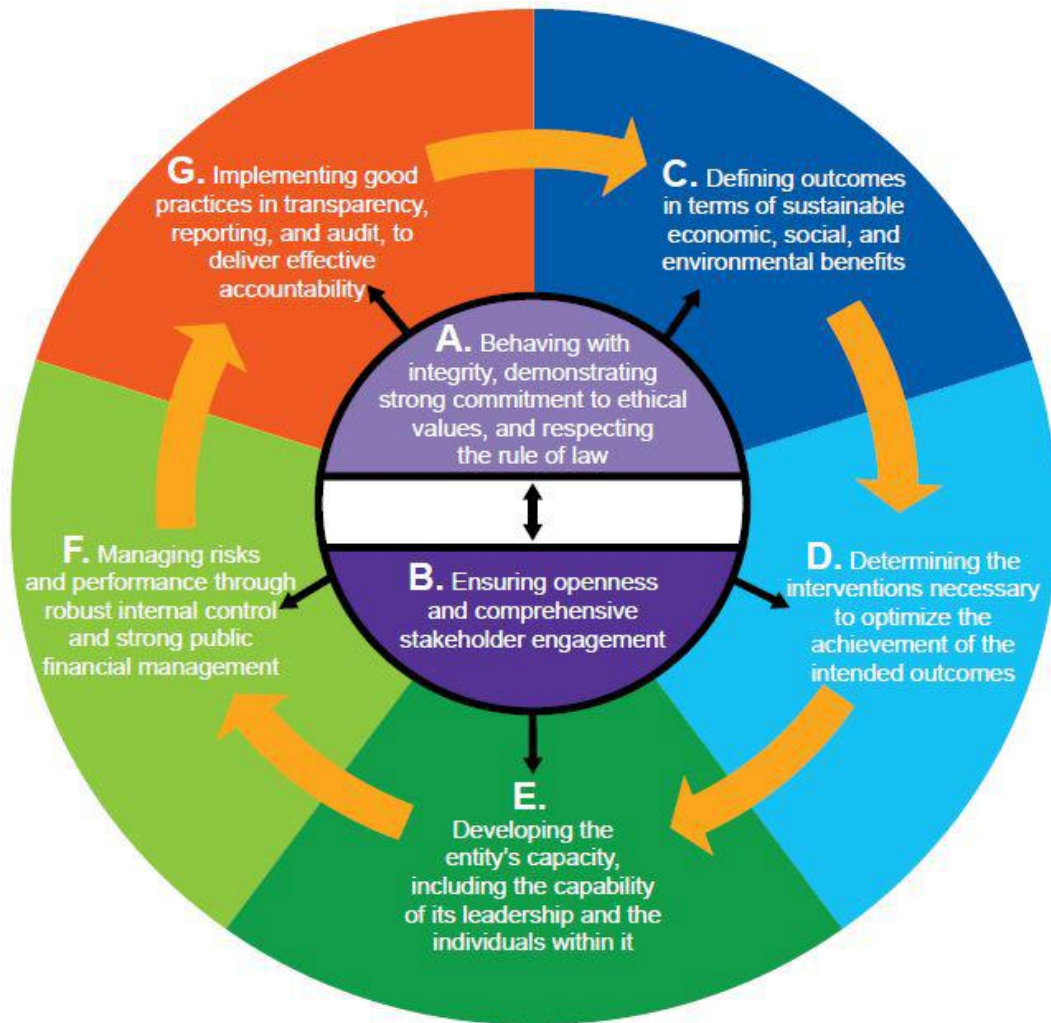


1. Introduction

1.1 Under the Accounts and Audit Regulations 2015 the Council is required to produce an Annual Governance Statement to accompany the Statement of Accounts which is approved by the Audit Committee.

The Annual Governance Statement outlines that the Council has been adhering to the Local Code of Corporate Governance, continually reviewing policies and procedures to maintain and demonstrate good corporate governance and that it has in place robust systems of internal control.

The Council has adopted the Code of Corporate Governance which is consistent with the principles of the CIPFA/SOLACE Framework – Delivering Good Governance in Local Government.



CIPFA's Principles of Good Governance

2. Standards of Governance

2.1 The Council expects all of its members, officers, partners and contractors to adhere to the highest standards of public service with particular reference to the employee and Members' Code of Conduct, Constitution, Corporate Vision, Priorities and Vision as well as applicable statutory requirements.

3. Scope of Responsibility

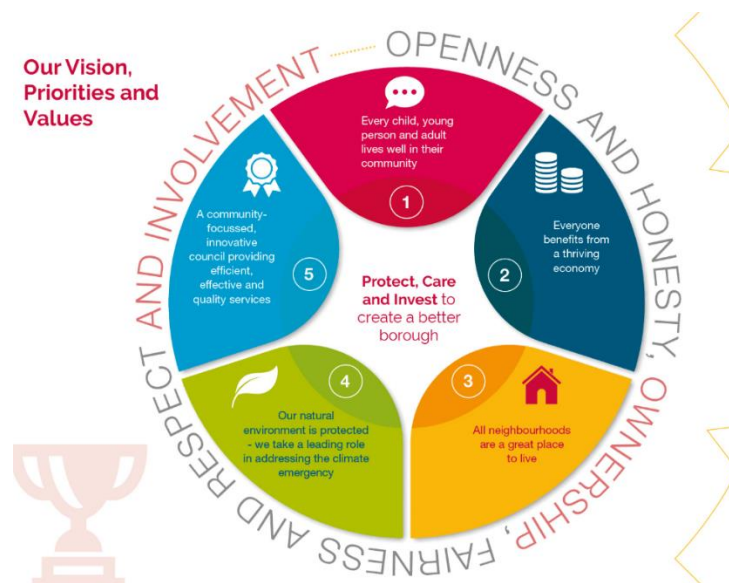
3.1 Telford & Wrekin Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards. The Council needs to demonstrate that public money is

safeguarded and properly accounted for and used economically, efficiently and effectively to secure continuous improvement.

3.2 To meet this responsibility, the Council puts in place proper governance arrangements for overseeing what it does including putting in place proper arrangements for the governance of its affairs including risk management, the requirements of regulations and ensuring the effective exercise of its functions. These arrangements are intended to make sure that the Council does the right things, in the right way, for the right people, in a timely, open and accountable manner. The Council takes into consideration all systems, processes, policies, cultures and values that direct and control the way in which we work and through which we account, engage and lead our communities.

4. The Governance Framework

4.1 The governance framework allows the Council to monitor how they are achieving their strategic aims and ambitions and how this contributes to the delivery of its vision, priorities and values:



4.2 The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve priorities and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to appropriately identify, quantify and manage the risks to the achievement of the Council's priorities, objectives and policies.

5. Review of Effectiveness

5.1 Telford & Wrekin Council has responsibility for conducting, at least annually, a review of the effectiveness of the governance arrangements including the system of internal control. The review of the effectiveness is informed by:-



5.2 The Council has faced unprecedented challenge during 2020/21 particularly in respect to the significant effects of the worldwide COVID-19 pandemic. The pandemic has been the single biggest risk to the Council's achievement of its objectives.

The pandemic has meant changes to working practices which have required a greater degree of flexibility and risk based decision making at lower levels in the authority. However changes have been made within the boundaries of good governance which can be evidenced by the following examples:

- Gold/silver corporate groups set up to manage strategic and operational risk;
- Gold/silver groups including key stakeholders and regulatory roles, e.g. Section 151 Officer, Monitoring Officer, etc;
- Audit & Governance support with Business Rate Relief applications and other changes in practice across the Council;
- COVID-19 decision log kept to record decisions made using Chief Officer powers within the Council's Constitution; and
- COVID-19 risk registers maintained both at service area level and at a corporate level

The Council continues to deliver services to its community using new and developing practices in light of COVID-19. Underpinning this is support/instruction from central government and continued risk management from the corporate Gold and Silver Groups.

5.3 The Council recognises the importance of information governance and formalised its Information Governance Framework. The main focus of the Information Governance Team in 2020/21 has been to:

- Ensure the Council's continued compliance with the requirements of the General Data Protection Regulations (GDPR) / Data Protection Act 2018
- Provide advice and guidance in relation to new/revised way of working adopted by Council services

The Information Governance Team has continued to report to the Audit Committee during the year including information on responses to information rights requests and data security breaches. During 2020/21 no enforcement action has been taken by the Information Commissioner's Office (ICO) against the Council in respect to data breaches.

- 5.4 The Chief Executive, Executive Directors, Directors and Service Delivery Managers have signed annual assurance certificates confirming that the governance framework has been operating within their areas of responsibility, subject to the actions outlined in Annex 1. Additional assurance has been requested for 2020/21 from the Senior Management Team and Service Delivery Managers in respect to controls/risk management measures that have been in place during the year. Internal Audit plan to undertake increased sample testing of completed certificates to provide additional assurance that adequate controls/risk management measures have been operating in 2020/21.
- 5.5 The Accounts and Audit Regulations 2015 require a review of the effectiveness of the system of internal control. This review is informed by the work of Internal Audit, management, other internal assurance services and the External Auditors' review. The Internal Audit Annual Report 2020/2021 will set out the Internal Audit opinion.
- 5.6 The Council has been advised on the implications of the review of the effectiveness of the governance framework by Cabinet, Standards Committee, Audit Committee, Scrutiny, Senior Managers, Internal Audit and external review. The Chief Internal Auditor concludes that the review of the governance arrangements provides a reasonable level of assurance that these arrangements continue to be regarded as fit for purpose in accordance with the governance framework.

The Chief Internal Auditors opinion has a different basis to previous years given the pandemic and associated dilution of the scope of Internal Audit work in 2020/21. The opinion given is based on what Internal Audit work was conducted, Internal Audit involvement in the Councils COVID-19 response, additional assurance from other elements of the assurance framework and, in part, on the proven track record of the Council being an established well-run local authority.

Internal Audit Work

As stated above, completion of planned Internal Audit work has significantly reduced in 2020/21. This is primarily due to:

- All Council services being asked to contribute to supporting the community in respect to the response to COVID-19 throughout the year.
- Internal Audit officers being nominated to designated COVID-19 related tasks due to their skill set, e.g. business grants, shielding calls, COVID-19 hub, etc.

It should be noted that Internal Audit have not been refused access to any services throughout 2020/21 but clearly the majority of Council services have been fully occupied with providing ongoing services using new delivery methods and/or directly supporting the most needy and vulnerable in the community. During this time Internal Audit have had an ongoing dialogue with managers and have provided guidance and support on new delivery methods put in place as and when required.

Internal Audit have ensured the Chair/Audit Committee have been kept informed of audit resource/work throughout the year.

One of Internal Audits key objectives, as detailed in the Internal Audit Charter is *'To review the effectiveness of the governance, risk management and control processes of the Council to aid improvement, provide a level of assurance and an opinion on them to the Council.'* It is clear in 2020/21 the biggest risk to the Council operations was the COVID-19 pandemic. Internal Audits

focus in the year has therefore been to obtain assurance that COVID-19 associated risks have been adequately managed. Internal Audit have obtained assurance on this by:

- Having access to Senior Management Team papers on the Councils response to COVID-19
- Having regular meetings with the Monitoring Officer who has played a pivotal role in ensuring adequate governance measures are in place
- Attending 'Reset and Recovery' COVID related meetings with the Monitoring Officer, Section 151 Officer and other key stakeholders
- Internal Audit Team involved in the setup and checking of COVID-19 business grants
- Overseeing the risk log for the Gold/silver corporate groups set up to manage strategic and operational risk;
- Having operational input into a number of different delivery models and or models for new service provision, e.g. free school meals, shielding calls, COVID-19 hub, etc.
- Overseeing the certification process related to the AGS and undertaking increased sample checks of certification responses

Looking forward, the Chief Internal Auditor is assured that the scope of planned Internal Audit work will return to expected levels in 2021/22.

Other Sources of Assurance

As stated above, more reliance has been placed on other sources of assurance in 2020/21 with respect to the Chief Internal Auditors opinion. Other sources of assurance have been obtained from in year activity but also by reflecting on past opinions and the basis of these.

Summary in year activity is detailed below:

- Telford & Wrekin Council has a sound track record in respect to how it is run. This is important to note and is reflected in the 2020/21 audit opinion given. General risk management identifies 'likelihood' as a key determinant of the level of risk associated with an action/entity. Given that the Councils track record demonstrates strong governance arrangements and sound financial management, the likelihood of this changing considerably in the space of 12 months is relatively low.
- Additional assurance on how the Council was performing, including governance, in relation to the challenges of COVID-19 was obtained independently from a resident's survey undertaken which detailed that 75% of residents responding to the survey stating they were either very or fairly satisfied with Council support provided during the pandemic.
- Independent assurance was also obtained through the results a peer review undertaken by the Local Government Association (LGA) in relation to how the Council was performing in terms of supporting the community through the pandemic and its leadership and communications. The outcome of the review was extremely positive with the LGA noting:
 - A number of successful initiatives such as free school meals, Operation Guardian (helping shielding residents), pace of the business grant provision
 - The Councils response was *'impressive delivery...both independently and with and through others, and it is making a difference'*
 - Council had *'delivered a huge amount through its communities thanks to its clear leadership and strong work with partners'*.
 - Praised Council's commitment as services start to return to find new approaches rather than defaulting back to pre-pandemic ways of doing things
- The Councils External Auditors have met with the Section 151 officer and Chief Internal Auditor throughout 2020/21 and have also attended Audit Committee meetings. During this time the

External Auditor has not expressed any specific concern on the governance and/or financial arrangements operating within the Council.

- Other examples of assurance obtained in year include:
 - Positive results from the staff survey
 - One of best performing Councils for distributing business grants
 - Recruitment of over 1,000 new volunteers
 - First Council in the country to offer a council tax holiday
 - Legal Services Lexcel accreditation
 - Council committee meetings including the Audit Committee have taken place
 - Health Scrutiny Committee work
 - Business and Finance Scrutiny Committee work
 - Communities Scrutiny Committee work
 - Children and Young People Scrutiny Committee work
 - Environmental Scrutiny Committee work

- As part of the AGS certification process, all services have been asked to highlight additional assurance activity in their areas. Examples of additional assurance activity includes:
 - Adherence to Lexcel risk management requirements
 - Completion of statutory health and safety returns
 - External security penetration testing completed which assesses the security of the Councils IT network
 - Completion of performance development discussions with staff
 - File audits in social care
 - Regular performance, contract and financial monitoring

Assurance obtained by reflecting on the past 3 years includes:

- The Chief Internal Auditors opinion has been that there a reasonable level of assurance that the governance arrangements continue to be regarded as fit for purpose in accordance with the governance framework.

- The External Auditor has stated that:
 - Final accounts have been produced on time and in line with best practice
 - An unqualified opinion has been given in the financial statements
 - Financial statements comply with statutory requirements
 - Financial statements give a true and fair view of the Councils financial position
 - Proper arrangements are in place for securing economy, efficiency and effectiveness in its use of resources

In the Chief Internal Auditors opinion the above assurance activity reflects that sound governance arrangements are in place as a number of the points above would not have been possible without adequate governance foundations being in place and embedded.

There has been no significant instances of fraud, poor risk management, poor financial management, etc. that would lead the Chief Internal Auditor to believe poor governance practices have been in place.

However, as part of the AGS certification process, there have been areas identified that do require development. Attached as Annex 1 is an agreed action plan to address these areas for development and ensure continuous improvement.

- 5.7 Issues from the previous action plan (2019/20) that have been addressed or mainstreamed have been deleted and those that continue to be addressed are included in 2020/21 action plan.
- 5.8 The Senior Management Team has monitored implementation of the 2019/20 actions and reported back to the Audit Committee in January 2021.
- 5.9 Detailed below is a statement explaining how the Council has complied with the Code of Corporate Governance and meets the requirements of the Accounts and Audit Regulations 2015 and CIPFA Code on the Principles of Good Governance.

5.10 Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of the law.

- 5.10.1 Members and officers, in the main, recognise the importance of compliance with the Constitution, specifically Financial and Contract Rules; Procurement Regulations, Scheme of Delegation, Codes of Conduct and Gifts & Hospitality Policy. However, some improvements are needed in this area and recommendations have been included in the 2020/21 AGS action plan.
- 5.10.2 There is ongoing training, both classroom based and via the on-line learning platform (OLLIE) for Codes of Conduct, Equality Awareness, Leadership & Governance and Contract Procedure Rules/Procurement.
- 5.10.3 The Council has an Anti-Fraud & Corruption Policy, supported by the Whistleblowing (Speak Up) Policy, encouraging internal referrals. The Council has a zero tolerance policy in relation to fraud and corruption and it is service management's responsibility to ensure there are adequate controls in their areas to ensure the opportunities for fraud are minimised. It is everyone's responsibility to report suspicions and the Whistleblowing (Speak Up) Policy supports this internally. Internal Audit along with the Investigations Team undertakes proactive fraud work based on a fraud risk register and/or other intelligence. Other specific anti-fraud and corruption activities are undertaken by Trading Standards. An annual report on anti-fraud and corruption activities and an update to the Anti-Fraud & Corruption Policy and Whistleblowing (Speak Up) Policy is presented to the Audit Committee.
- 5.10.4 Officers comply with their professional organisations' codes of conduct when delivering services.
- 5.10.5 All Internal Audit reviews consist of an ethics questionnaire that is sent to a sample of staff in specific teams to demonstrate their understanding of key corporate policies.
- Ethic questionnaire findings have been shared when discussing individual audits with relevant Service Delivery Managers and Directors and taken to SMT as part of reporting corporate recommendations. Summary findings from the ethics work have been included in the 2020/21 AGS action plan.
- 5.10.6 There are both internal and external reviews in social care to monitor compliance with the law, e.g. the Care Act, Deprivation of Liberties, Safeguarding and the Mental Health Act.
- 5.10.7 Human Resource and recruitment policies and processes ensure the Council is fully compliant with employment law. Annual audits are undertaken in these areas and ongoing checks take place to ensure compliance with IR35 legislation.
- 5.10.8 Senior officers meet regularly and work closely with Members to ensure that they understand and can undertake their respective roles effectively and legally.
- 5.10.9 The Cabinet monitors the effectiveness of the governance framework through the consideration of regular service and financial management information reports from senior management. Individual Cabinet Members receive regular feedback from senior officers in respect to their areas

of responsibility on the progress of priorities and objectives. Issues of strategic and corporate importance are referred to Cabinet.

5.10.10 Statutory responsibilities across the Council are discharged openly and proactively, examples include having key statutory officers in place, i.e. Head of Paid Service, Data Protection Officer, Section 151 Officer, Monitoring Officer, Director of Children Services, Director of Adult Social Services, Director of Public Health and Scrutiny Officer.

5.11 Ensuring openness and comprehensive stakeholder engagement

5.11.1 The Director – Housing, Employment & Infrastructure is leading the development of a new vision document for the borough that will replace the Council's 'Shaping our Future – Our Journey to 2020' document.

5.11.2 The Council actively contributes to, and collaborates with, partners to promote good governance and achieve the delivery of outcomes through increased joint working. The Council is a member of a number of sub regional partnerships and groups. Many of our services are delivered in partnership with other organisations such as West Mercia Energy, Town and Parish Councils, voluntary groups, etc. Internal Audit reviewed the arrangements for 'Together 4 Children' which is a partnership arrangement with three other local authorities.

5.11.3 Regular meetings take place between Children Safeguarding and key partner agencies such as the police, Telford & Wrekin CCG, Education and Health.

5.11.4 All Council services feed into transparent reporting processes through council committee meetings and this is further supported by the transparency agenda.

5.11.5 Annually the public is consulted on the budget for the forthcoming year.

5.11.6 There is regular engagement between Public Health, Telford & Wrekin Clinical Commissioning Group (CCG) and Social Care for the future provision of services.

5.11.7 The Scrutiny provision has looked at the development of policy, the decision-making process and areas of concern. The subject areas for review will be informed by community engagement, direct feedback to members from within the community, the results of review and inspection (both external and internal) and areas of policy being developed by the Council.

5.11.8 The Council undertook a residents' survey in 2020/21.

5.12 Defining outcomes in terms of sustainable economic, social and environmental benefits.

5.12.1 The Council Plan was refreshed in the autumn 2020. The plan identifies 5 priorities to deliver the Council's organisational vision to 'Protect, Care and Invest to Create a Better Borough'. The Council continues to develop commercial projects to generate income to invest in front line services to mitigate the impact of Government cuts and uncertainty over Government funding.

5.12.2 Digital transformation and changes in the way we work are intrinsic to the Council's service delivery model.

5.12.3 The Telford & Wrekin Local Plan sets out the Council's vision and strategy for the physical planning of the borough up to 2031 and a review of the Local Plan has commenced to ensure that it remains capable of meeting the needs of the borough.

5.12.4 All service areas have their own service plans which details how they intend to deliver their service for the coming year and the risks they face. These plans encompass identifying risks to service objectives being met.

- 5.12.5 The Council has a commercial strategy / investment strategy that demonstrates clear visions, objectives and outcomes. This includes financial, economic, social and environmental issues.
- 5.12.6 The Councils economic growth strategy supports and drives increased economic productivity.
- 5.12.7 The financial strategy sets out the short and long-term implications for service delivery across the Council. The Service & Financial Planning reports include various papers to Cabinet regarding the budget and sets out short/ medium and long-term implications, including the capital strategy and saving strategy.
- 5.12.8 Adult Social Services, in respect of financial management and the implementation of the cost improvement plan, have continued to provide updates during the year to SMT and Members.
- 5.12.9 All Council reports to Members show relevant financial implications and risk.
- 5.12.10 Implementation of the ICT Strategy has continued, including infrastructure upgrades, the ongoing roll-out of Office 365 and further security improvements particularly in response to spam, phishing/whaling and ransomware threats. Some implementation such as the facilitation of employees working from home has been accelerated due to COVID-19.

5.13 Determining the interventions necessary to optimise the achievement of the intended outcome.

- 5.13.1 The 2020/21 Service & Financial Strategy including the Treasury Management Plan are aligned to the refreshed Council Plan – setting out how our financial resources will deliver the Council vision and priorities.
- 5.13.2 Budget plans are produced for all service areas for planning purposes. Budget consultation is undertaken annually with Council Members and members of the public.

5.14 Developing the Council's capacity, including the capability of its leadership and the individuals within it.

- 5.14.1 The Workforce Strategy is being reviewed and is due for approval in May/June 2021. This will reflect a revitalised emphasis on inclusion and diversity. The new strategy is informed by the Employee Survey which was completed in 2020.
- 5.14.2 Officers understand their respective roles and these are set out in job descriptions. The Constitution, Scheme of Delegation and Contract Procedure Rules clearly shows roles and responsibilities, specifically with regard to delegation and authorisation.
- 5.14.3 There are various training methods available to staff such as mentoring, Ollie (On-line learning platform) and classroom based. Work is ongoing in designing a new Management & Leadership programme for the organisation (SMT, SDM's and Team Leaders) to be rolled in July 2021. However, the ethics questionnaire issued by audit highlighted that some staff did not feel supported or developed in their roles. The results also highlighted that some staff felt that training and awareness could be developed further.
- 5.14.4 Other support includes CPD sessions, team meetings and ongoing 1:2:1s, however results of the ethics questionnaires have demonstrated that some staff still do not have regular 1:2:1 supervision meetings.
- 5.14.5 Members receive an induction session and annual training with regard to the Treasury Management Strategy and other training relevant to their position. All Members and staff have had the opportunity to undertake training on General Data Protection Regulations (GDPR) / Data Protection Act (DPA) 2018 legislation. There is also online training available to all staff on GDPR/DPA 18 Requirements.

5.14.6 The action plan at Annex 1 to Appendix 1 of this statement detail issues highlighted from the results of the annual governance certification process

5.15 The Council continues to manage risks and performance through robust internal control and strong public financial management.

5.15.1 Risk management is an integral part of good management and corporate governance and is therefore at the heart of what we do. Our approach to managing risk is explained in our Risk Management Strategy. The Strategic Risk Register is reviewed by SMT and considered by Audit Committee annually.

5.15.2 The Internal Audit plan is informed by the Council's service and financial planning processes, strategic risk register, external inspection reports, external networking intelligence, comments from Senior Management and their opinion of the current state of the governance risk and internal control arrangements.

5.15.3 During 2020/21 the Internal Audit team achieved 32% of their planned work and this has been used, in part, with the relevant output from unplanned work to help form their opinion on the adequacy and effectiveness of the Council's governance, risk management and internal control framework. Internal Audit output is significantly lower than previous years and this is due to a number of factors relating to the COVID-19 pandemic. See paragraph 5.6 for more information.

All recommendations made in audit reports show a risk category which is used to inform the overall grading of the report.

5.15.4 The Chief Internal Auditor has undertaken checks on the work of Internal Audit as part of the Quality Assurance Improvement Program. A small number of minor issues have been identified through these checks and have been fed back to the Internal Audit Team to assist in their continuous improvement.

5.15.5 Internal Audit report to the Audit Committee 4 times a year. The Audit Committee has asked for additional information during the year to provide assurance on the management of risks and implementation of recommendations. The Audit Committee have also approved the Internal Audit Charter for 2020/21.

5.15.6 Large projects include the maintenance of a project risk register; this is an ongoing working document that is amended throughout the project. Where personal data is processed, projects also include the completion of Data Protection Impact Assessments.

5.15.7 The Council has adopted the CIPFA code of practice for managing the risk of fraud and corruption and this has been reflected in our updated Anti-Fraud & Corruption Policy and Whistleblowing (Speak Up) Policy.

5.15.8 Services report regularly to Council committees such as Audit Committee, Planning, Licensing, Cabinet etc. These reports detail any impact assessment, including risk and opportunity. Financial decisions are reported to Cabinet, full Council and Audit Committee, who often challenge to ensure appropriate financial management and to demonstrate transparency.

5.15.9 Financial Regulations set out our financial management framework for ensuring we make the best use of the money we have available. Financial roles and responsibilities are clearly shown in the Financial Regulations and it provides a framework for financial decision-making.

5.15.10 The Treasury Management Strategy and regular updates on treasury matters are provided to Audit Committee. This information clearly show investments, loans, and the financial position of the Council.

5.15.11 The Council's financial strategy identifies the short term budget plan and long term aspirational plan linked to the corporate plan to be a self-sustaining council.

5.15.12 The Council's final accounts continue to be produced on time and in line with best practice and our External Auditor's Report for 2020/21 included:

"Value for Money conclusion - Based on the work we performed to address the significant risk we identified, we are satisfied that the Council has proper arrangements for securing economy, efficiency, and effectiveness in its use of resources"

An unqualified audit opinion was, once again, received by the Council in respect of 2019/20.

5.15.13 The Council has continued to make savings in light of ongoing financial pressures. £126.4m of ongoing savings had been delivered by the end of 2020/21 with a further £5.9m to be delivered by the end of 2021/22. Forecasts of the level of savings that will be required from April 2022 onwards are very difficult to make in the absence of any Government control totals pending the CSR scheduled to take place during 2021 and potential significant changes to be made to the local government finance system. However, best current estimates are that further savings of c.£11m may be required by the end of 2023/24.

5.16 Implement good practices in transparency, reporting and audit to deliver effective accountability

5.16.1 As a public body we endeavour to be open and transparent in our activities and reporting. Council and committee agendas, reports and minutes are published on our corporate website to demonstrate decisions made. The Council undertake public consultation on areas such as the budget and selective licensing. We publish expenditure over £100 on our website, as part of the transparency agenda.

5.16.2 The Audit Committee has responsibility for internal and external audit matters, the Council's arrangements for Corporate Governance and risk management.

5.16.3 The Audit Committee terms of reference also incorporate the review and monitoring of the Council's Treasury Management arrangements. Members of the Committee are kept up to date through awareness training on factors that influence/affect delivery of the strategy and during the year were provided with an update on these matters by Arlingclose the Council's Treasury Management advisors.

5.16.4 There are various committees, all with their own terms of reference and areas of responsibility, i.e. Licensing Committee, Planning Committee, and there are elected members who are responsible for service areas within the Council.

5.16.5 Arrangements are in place to ensure Internal Audit fully complies with the Public Sector Internal Audit Standards (PSIAS). A self-assessment of the Internal Audit function against the requirements of the PSIAS was undertaken in 2020/21. The results demonstrated that Internal Audit were compliant with the PSIAS and this was reported to the Audit Committee.

5.16.6 The Internal Audit plan is developed using a risk-based approach taking into consideration the Strategic Risk Register, Service Plans and other audit intelligence. Audit recommendations made are communicated to relevant Service Delivery Managers and relevant Senior Management representatives for consideration and implementation of recommendations. Internal Audit will share best practice in the duty of their work. The Audit plan is reviewed regularly to ensure it is still relevant and any changes made are reported to the Audit Committee.

5.16.7 The Council's Communication Team works with Officers and Members to ensure key messages are in plain English and in consistent format.

5.16.8 The Council's performance management framework is monitored by the Senior Management Team and has procedures in place that drive continuous improvement in performance.

5.16.9 The Council has identified lessons learnt from corporate complaints and complaints made to the Local Government Ombudsman and implemented measures accordingly.

	Signed	Dated
David Sidaway Chief Executive		
Cllr Shaun Davies Leader of the Council		
Cllr Nathan England Chair of Audit Committee		

AGS ACTION PLAN FOR 2020/21 FOR IMPLEMENTATION DURING 2021/22

No	Findings	Actions	Lead Officers	Additional comments
1.	<p>Ongoing savings proposals and continued strategic management of organisational changes to continue particularly in light of COVID19.</p> <p><i>Re-iterated from 19/20 AGS</i></p>	<p>Continued management/reduced budgets, revised structures and commercial/ business approach which links to the continued development and implementation of revised governance framework.</p> <p>Financial impact of COVID19 under review.</p> <p>Further consultations on future savings where necessary.</p>	<ul style="list-style-type: none"> • Chief Executive • SMT 	
Page 53:	<p>All internal audits consist of an ethics questionnaire that is sent to a sample of staff in the team/areas being audited to demonstrate their understanding of corporate policies and whether staff feel supported.</p> <p>Of those questioned, a very high proportion of staff felt that training provided was of an appropriate level. Work continues, however, to ensure that staff training and awareness is developed further we need and to ensure consistency throughout the organisation.</p>	<p>Induction process to be reviewed and re-publicised.</p> <p>Further guidance for managers in respect to completion of regular 121's, supervision and team briefs.</p> <p>Development of service strategies underpinned by team plans which link to the Councils priorities. This link to the APPD process creating the organisational golden thread</p> <p>Policy & Development updating new management and leadership programme.</p>	<ul style="list-style-type: none"> • SMT/SDM • Policy & Development Manager 	

No	Findings	Actions	Lead Officers	Additional comments
	<p>It should be noted that these areas of improvement have been affected by the COVID pandemic.</p> <p>These findings have been shared when discussing individual audit reports with relevant managers and taken to SMT as part of reporting corporate recommendations.</p> <p><i>Re-iterated from 19/20 AGS</i></p>			
Page 54	<p>Responses from completed Internal Audit ethics questionnaires sent out indicated that a high majority of those contacted were aware of corporate policies. Again, work continued to develop consistent awareness of corporate policies throughout the employee base.</p> <p><i>Re-iterated from 19/20 AGS</i></p>	<p>Governance reminders sent to staff.</p> <p>Training and further publicity given on whistleblowing with new methods of reporting made available.</p> <p>Reminders on Gifts & Hospitality will be sent to staff and further reminders given leading up to Christmas.</p>	<ul style="list-style-type: none"> • SMT/SDM • Policy & Development Manager • Audit & Governance Lead Manager 	
4.	<p>The results of the annual governance certification process highlighted that in some service areas there were reductions in appropriate skilled staff numbers. Difficulties in recruiting have resulted in single points of failure or the use of agency staff.</p>	<p>Number of initiatives in place including service and workforce planning, apprenticeship scheme, Kickstart programme, etc.</p> <p>Policy & Development updating new management and leadership programme.</p>	<ul style="list-style-type: none"> • Chief Executive • Director of Finance & Human Resources • Policy & Development Manager 	

No	Findings	Actions	Lead Officers	Additional comments
	<p>Service Delivery Managers are aware of these issues and where possible are putting measures in place to try and mitigate this.</p> <p><i>Re-iterated from 19/20 AGS</i></p>	<p>Additional recruiting measures being used via social media platforms.</p>		
<p>5.</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 55</p>	<p>The results of the annual governance certification process has highlighted that service areas have experienced data breaches and potential near misses in respect to personal data.</p> <p>Where data breaches have been experienced, these have been reported to the Information Governance Team and managers have changed processes and procedures, where possible, based on lessons learned to prevent similar breaches occurring.</p> <p>It should be noted that the Information Commissioners Office has not taken any action against the Council during this time.</p> <p><i>Re-iterated from 19/20 AGS</i></p>	<p>Information Governance to:</p> <ul style="list-style-type: none"> • To ensure lessons are learnt after each breach and suggested improvements communicated corporately where applicable. • Audit & Governance to review current training materials. • The Information Security Breach Procedure has been updated and is available on the Councils intranet. This has been publicised to all staff. • A new reporting tool has been developed that allows staff to report breaches using a computerised template. The template includes a field for lessons learnt which is a mandatory field. • Breaches are reported to the individual Director as and when they occur • Breaches are reported to Senior Management Team meetings on a regular basis 	<ul style="list-style-type: none"> • SIRO/SMT • SDM's • Audit & Governance Lead Manager 	

Delivering Good Governance in Telford & Wrekin Council Local Code of Good Governance 2021/22

Definition:

Governance comprises the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved.

In order for the Members and Employees² of Telford & Wrekin to deliver good governance whilst working to achieve the Council's objectives they must **act in the public interest at all times.**

Public Interest Principles

- Acting in the public interest requires a commitment to and effective arrangements for:

- A. Behaving with integrity, demonstrating strong commitment to ethical values (including the Council's values³), and respecting the rule of law.
- B. Ensuring openness and comprehensive stakeholder engagement (including with individual citizens, service users and institutional stakeholders)

- Achieving good governance also requires a commitment to and effective arrangements for:

- C. Defining outcomes in terms of sustainable economic, social, and environmental benefits
- D. Determining and planning the actions necessary to optimise the achievement of the intended outcomes
- E. Developing the Council's capacity, including the capability of its leaders and the individuals within it. This includes ensuring effective relationships and a clear understanding of the roles and responsibilities of Member and officers.
- F. Managing risks, performance and data through robust internal control and strong public financial management.
- G. Implementing good practices in transparency, reporting, and assurance (including audit) to deliver effective accountability.

Annex 1 of this document details the framework in place to deliver good governance.

Monitoring and Review

This Local Code of Good Governance is subject to regular review including assessing the effectiveness of the processes contained within the Code.

The results of this review are reported as part of the Council's Annual Governance Statement.

The table below explains how the Council meets the core principles, systems, policies and procedures it has in place to support this.

² Employees include partners, joint arrangements and volunteers.

³ Fairness & Respect – Ownership - Openness & Honesty - Involvement

Core Principle A: Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of law

- Member and Officer Codes of Conduct underpin the standards of behaviour expected by members and officers
- Designated statutory officers in place – Head of Paid Service (Chief Executive), Chief Financial Officer (Finance & Human Resources Director), Monitoring Officer (Policy & Governance Associate Director), Director of Children’s Services (Children’s Safeguarding & Family Support Director), Director of Adult Services (Adult Social Care Director) and Director of Public Health (Health, Well-Being & Commissioning Director)
- The Constitution (which includes the scheme of delegations, financial regulations and contract standing orders), Forward Plan and decision making processes
- A Legal Services team to ensure that the Council operates within existing legislation and is aware of and acts upon proposed changes to legislation
- The Standards Committee, Audit Committee, scrutiny function and other regulatory committees
- Anti-Fraud and Corruption, Speak Up and Prosecution policies support the Council’s governance processes and anti-fraud and corruption culture
- The democratic decision making and accountability processes contained within the Constitution
- The development of internal controls and checks within new systems and when existing systems are reviewed
- The Council’s financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016)
- Clear governance arrangements to manage the Council’s change programmes and restructuring occurring across the Council and key capital projects
- The Adults and Children’s Safeguarding Boards and their associated accountability with an independent Chair

Core Principle B: Ensuring openness and comprehensive stakeholder engagement (including with individual citizens, service users and institutional stakeholders)

- Adoption of an Information Rights Policy that details how information requests will be handled
- Adoption of a Data Protection Policy and Privacy Notice which details how the Council processes personal data
- The Council’s Information Governance arrangements include a Caldicott Guardian and an Information Governance Framework sponsored by a designated Senior Information Risk Owner (SIRO), data and information security and sharing policies and procedures. There is also a comprehensive training and awareness programme
- The Director – Housing, Employment & Infrastructure is leading the development of a new vision document for the borough
- Standard format for all agenda, reports and minutes for Council/committee meetings that are posted on to the Council’s website.
- The Council’s Medium Term Plan which outlines the Council’s ambitions and priorities based on stakeholder feedback and these inform the service and financial planning process and personal targets
- Council Vision, Priorities and values
- Council website provides help to residents to understand the Council’s vision, priorities and values and to access services
- Local consultation has taken place using specific consultation and engagement activity for services and service areas
- Customer satisfaction survey undertaken
- The Council’s communication, consultation and engagement strategies ensure that the local community knows what the Council is doing, receives feedback from them including the identification of their needs for incorporation into the Council’s vision, priorities and values

Core Principle C: Defining outcomes in terms of sustainable economic, social, and environmental benefits

- Comprehensive budget strategy and management of the associated risks of reduced resources provides robust financial management and regular reporting to members;
- A process for the completion and approval of business cases for use of the Capacity fund, Invest to Save fund and use of consultants
- The Performance management framework and data quality systems. These provide reports to SMT and Cabinet
- Projects are managed, as appropriate, within the principles of good practice. This includes risk identification and management
- The Council has an Environmental Policy highlighting its commitment to sustainable environment. It also has a Sustainable Procurement Policy
- A Social Value Policy Charter is in place that is designed to assist commissioners and procurers to maximise opportunities to improve the social, economic and environment condition of our local area through effective commissioning and procurement.

Core Principle D: Determining and planning the actions necessary to optimise the achievement of the intended outcomes

- A standardised format of decision making reports is used to ensure that all relevant information is considered. Options are clearly defined and analysed to ensure decisions are based on the best possible information.
- The Commissioning Strategy is applied to ensure clear alignment to need
- There is a clear reporting mechanism for performance information which is presented alongside the financial information for the corresponding period.
- The Council's performance framework links directly to the Council's outcomes. Performance is reported regularly to members.
- The annual budget is prepared in line with agreed priorities. The Council publishes its Financial Strategy annually to set an indicative three year financial plan to fit the longer term strategic vision as well as a detailed one year budget. This is intended to include realistic estimates of revenue and capital expenditure.
- Resources to assist commissioners and procurers to demonstrate the range and amount of social value generated or the financial value to society as a result of the social value they generate.

Core Principle E: Developing the Council's capacity, including the capability of its leaders and the individuals within it. This includes ensuring effective relationships and a clear understanding of the roles and responsibilities of Member and officers

- The Council's Human Resources function and workforce /organisational development procedures⁴ are supported by clear recruitment processes. These are followed up by on-line induction training (which includes information on the constitution, key policies, procedures, laws and regulations appropriate to the post and experience of the post holder) and on-going training and development;
- A Member development programme to ensure members are properly equipped and have the capacity to fulfil their roles;

⁴ Further development work has continued on these to reflect Organisational Development, the Councils priority of Business Supporting, Business Winning Council and increased Commercial activities.

- Governance awareness and training for members within their member development programme and for officers through induction, Ollie and Staff news (updates/reminders on any revised governance arrangements, including information governance).
- Management development programme
- Use of Learning Pool as an online learning and training tool that allows courses to be tailored to Council and individual needs
- A Scheme of Delegation that is reviewed annually in light of legal and organisational changes.
- A Constitution that sets out financial management arrangements through the Financial Regulations and Contract Procedure Rules.
- Members are updated on legal and policy changes etc. as required.
- Induction programmes for all members and employees.
- Essential learning for employees is identified and made available
- Staff are annually appraised which includes the identification of training and development needs and drawing up of training action plans to address these
- Apprenticeship Programme in place offering training, skills and experience in Local government.
- Health and Safety policies designed to protect and enhance the welfare of staff are actively promoted and monitored.
- A coaching and mentoring scheme is in place to build a pool of people who are skilled in facilitating personal development tools and to develop internal coaching capacity. This network provides group and individual personal development and coaching support to help people
- Corporate wide employee survey
- Cabinet Member for Finance & Governance is the lead members responsible for Corporate Governance including Risk Management. The key officer for Corporate Governance including risk management is the Chief Executive. The service and financial planning process incorporates risk management and strategic risks are reviewed by SMT and agreed by the Cabinet

Core Principle F: Managing risks, performance and data through robust internal control and strong public financial management

- Risk management arrangements that are embedded across all service areas as part of the service planning process and help inform decision making.
- The Senior Management Team, regularly reviews the strategic risk register, and seeks assurances that it is kept up to date and actions to mitigate risks are implemented.
- Operational risks are reviewed by risk owners on a periodic basis.
- Council strategic risks have been identified and a member of the Senior Management Team assigned as the risk owner for each risk.
- The Council has scrutiny committees which operate under clear terms of reference and rules of procedures laid down in the Constitution. Scrutiny Committee chairs and members have clearly laid down accountabilities in the Constitution. Members may not participate in the scrutiny of decisions they were involved in.
- There is a standardised format for all committee reports which includes background to the report, any recommendations that decisions need to be made upon together with reasons behind those recommendations.
- Reports and minutes and decisions under member consideration are published on the website and are available in hard copy in a variety of formats on request.
- Contract Procedure Rules and Financial Regulations set out the Council's arrangements and ensure that processes continue to operate consistently.
- Internal audit operates to the Public Sector Internal Audit Standards and on a risk basis reviews the Council's systems and processes set out to achieve the Council's priorities in order to provide an opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control.

- The Council has processes and documents to support governance and reporting arrangements for partnerships; issues, risk management framework, internal control environment, financial reporting and Treasury Management.
- The Council's Treasury Management Strategy and arrangements conform to CIPFA and External Audit guidance and is monitored by the Audit Committee
- An annual report is produced by Internal Audit which provides an opinion on the Council's control environment, and a self-assessment of its arrangements against the public sector internal audit standards.
- Anti-Fraud and Corruption Policy which is subject to regular review and is approved by the Audit Committee.
- Annual fraud reports are provided to the Audit Committee detailing anti-fraud activity in the year.
- An Annual Governance Statement (AGS) that is subject to review by the Audit Committee.
- Training is provided to Audit Committee members on areas relevant to their role.
- There are frameworks in place in relation to child and adult safeguarding.
- The Council has an Information Governance team committed to ensuring the principles of Data Protection, Freedom of Information and Transparency are followed.
- Information governance and security awareness including individual responsibilities and good practice is raised and embedded with officers and elected members through information governance training.
- The Council's Information Governance Strategy provides guidance on the arrangements that must be in place to ensure personal data is kept protected and secure.
- Effective information sharing is undertaken in accordance with the Data Protection Act and the Council's Data Protection Policy and Information Sharing Policy.
- Data Subjects are informed why their personal information is being collected and how it will be processed (including when shared with other bodies) through the Council's overall Privacy Notices published on our website and individual Privacy Statements on forms, in booklets etc.
- Data verification and validation processes are integrated within systems and processes.
- An audited and signed Statement of Accounts is published on an annual basis containing:
 - A statement of responsibilities for the Statement of Accounts.
 - A statement of the Council's accounting policies.
- An Annual Governance Statement signed by the Leader of the Council and the Chief Executive Officer/Head of Paid Service.
- Financial procedures are documented in the Financial Regulations.
- A Financial Strategy in place.
- The financial position is reported on a regular basis to Cabinet.
- SMT meets weekly with regular management meetings with Service Delivery Managers and Group Managers/Team Leaders;

Core Principle G: Implementing good practices in transparency, reporting, and assurance (including audit) to deliver effective accountability

- Agendas, reports and minutes are published on the Council's website.
- Adoption of a style guide document that outlines how to communicate more effectively and to ensure communications are consistent and clear.
- Adoption of the National Transparency Code.
- The Cabinet is the Council's key decision making body and makes decisions within the policy framework approved by Full Council. It is made up of the Leader, who is elected by the Council, and up to nine members. When key decisions are to be discussed or made, these are published in the Cabinet forward plan in so far as they can be anticipated. If these key decisions are to be discussed with Council officers at a meeting of the Cabinet, this will be open for the public to attend except where personal or confidential matters are being discussed. The Cabinet has to make decisions which are in line with the Council's overall policies and budget. If it wishes to

make a decision which is outside the budget or policy framework, this must be referred to the Council as a whole to decide

- Annual Financial Statements are compiled, published to timetable and included on the Council's website.
- An annual report from each of the scrutiny committees is presented to Council alongside reports from the portfolio holders; the scrutiny reports detail the past work of the Committees, the present work and the plans for the future.
- Completion of an Annual Governance Statement (AGS).
- A Business Plan and Financial Strategy setting out the Council's mission and priorities.
- The AGS sets out the Council's governance framework and the results of the annual review of the effectiveness of the Council's arrangements. The AGS includes areas for improvement.
- An effective internal audit service is resourced and maintained. The Service has direct access to members and provides assurance on governance arrangements via an annual report containing an opinion on the Council's internal control arrangements.
- External Audit provides an annual opinion on the Council's financial statements and arrangements for securing Value for Money.
- The Council actively welcomes peer challenge, reviews and inspections from regulatory bodies.

Local Good Governance Framework - 2021

Integrity,
ethics and
values

Audit Committee	Codes of Conduct
Statutory officer roles	Anti-Fraud & Corruption Policy/Report
Constitution	Complaints process
Decision making process	Open data & Transparency Code
Financial Rules	Whistleblowing Policy
Register of Interests	Gifts and Hospitality Policy

Openness
and
engagement

Information Rights policy	Open data
Members role	Complaints Policy/annual report
AGS statement and final accounts	Public consultations
Committee meetings streamed	Customer survey
Council website	Whistleblowing Policy
Transparency Code	Committee papers published

Defining
outcomes

Decision making process	Committee reports
Performance framework	Procurement Strategy
Social Value Policy	Committee structure
Service plans	Sustainability Policy
Service and financial planning process	Environmental Policy
Commissioning Policy	Council Plan

Determine
interventions

Engagement with stakeholders	Corporate Risk Register
AGS/AGS Action Plan	Council Plan
Decision making process	Complaints process
Role of members	Budget Strategy
Financial Strategy	Whistleblowing Policy
Service Plans	Forward Plan

Council
capacity

Member Development	Induction programme
APPD process	CPD
Recruitment and selection	Health and wellbeing
Online learning	Employee survey
Peer reviews	Employee assist programme
Management development	Designated essential learning

Risk and performance

Performance framework	External inspection
APPD process	Internal audit
Strategic risk register	AGS
Service planning	Service and financial planning
External audit of accounts	Committee framework
Peer reviews	Constitution

Transparency and audit

Audit Committee	Council website
Internal audit function	Transparency Code
External audit	Complaints annual report
Scrutiny	Information rights policy
Open data	AGS
Annual accounts	Member role