



Telford & Wrekin  
C O U N C I L

Addenbrooke House Ironmasters Way Telford TF3 4NT

## CABINET

Date **Thursday, 18 May 2017** Time **5.00pm**  
Venue **Meeting Rooms G3/4, Addenbrooke House, Ironmasters Way, Telford, TF3 4NT**

### Enquiries Regarding this Agenda:

Democratic Services	Deborah Moseley	01952 383215
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### Cabinet Members:

Councillor S Davies	Leader of the Council
Councillor R A Overton	Deputy Leader and Cabinet Member for Housing, Leisure & Health
Councillor L D Carter	Council Finance, Partnerships & Commercial Services
Councillor E A Clare	Culture, Sports, Parks & Green Spaces
Councillor A R H England	Adult Social Care & Older People
Councillor A D McClements	Transport, Customer & Neighbourhood Services
Councillor G C W Reynolds	Education, Employment & Regeneration
Councillor H Rhodes	Public Protection, Safety & Enforcement
Councillor P R Watling	Children, Young People & Communities

### Invitees

Councillor A J Eade	Conservative
Councillor W L Tomlinson	Liberal Democrat/Independent

## AGENDA

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		<b><u>Key</u></b>	
K	Key Decision	C	Item reserved for Council
NK	Non-Key Decision	Orange	Exempt Item

## **CABINET**

**Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 18 May 2017 at 5.00pm at Addenbrooke House, Ironmasters Way, Telford**

**PUBLISHED ON WEDNESDAY, 24 MAY 2017**

**(DEADLINE FOR CALL-IN: TUESDAY, 30 MAY 2017)**

**Present:** Councillors S Davies (Leader and Chair), L D Carter, E A Clare, A R H England, A D McClements, R A Overton, G C W Reynolds, H Rhodes and P R Watling.

**Also Present:** Councillors A J Eade (Conservative Group Leader) and W L Tomlinson (Liberal Democrat/Independent Group Leader).

**CB-087      Apologies for Absence**

None.

**CB-088      Declarations of Interest**

Councillors E A Clare and A R H England declared an interest in minute number CB-090 (Proposed 3G Pitch Development) due to their membership of the Telford Trust and both indicated that they would withdraw from the meeting during determination thereof.

**CB-089      Minutes**

**RESOLVED** – that the minutes of the meeting held on 20 April 2017 be confirmed and signed by the Chair.

**CB-090      Proposed 3G Pitch Development**

*(In accordance with their declarations of interest Councillors E A Clare and A R H England left the room during determination of the following application.)*

**Key Decision** identified as **3g Pitch Development** in the Notice of Key Decisions published on 19 April 2017.

Councillor, R A Overton, Cabinet Member: Housing, Leisure & Health, presented the report of the Assistant Director: Commercial Services which proposed that Cabinet approve (subject to planning permission) the development of a 3G artificial turf pitch to increase the usage of the playing fields adjacent to Telford Ski Centre. Since the playing fields adjacent to the Ski Centre were protected under the Council's Green Guarantee, any disposal or change of use was required to be determined by the Cabinet. In this regard, it was noted that the proposals were consistent with the intentions of Green Guarantee protection in terms of the projected level of

community admissions and the associated health benefits, and it was proposed that the new 3G pitch would remain under the protection of the Green Guarantee in the long term.

As part of the Council's Building Schools of the Future (BSF) programme the sports facilities at Madeley Court had closed in December 2011 and were replaced by new school and community facilities on the Abraham Darby site. Due to site constraints it had been determined that the artificial turf pitch would be re-provided elsewhere as part of the programme. The Council's 2016 Playing Pitch Strategy had identified the need for one additional 3G pitch within the borough and specifically highlighted the current lack of community access to 3G pitch provision in South Telford.

The proposed facility was designed to meet with the latest Sport England technical standards and would replace the former Madeley Court artificial turf pitch, which was originally funded by the Big Lottery, and provide associated changing rooms and car parking provision. The proposed development would provide a high quality valuable community resource, improve sport and physical activity opportunities and generate significant additional usage and income. Based upon usage data from similar council facilities it was anticipated that the 3G pitch would generate in the region of 42,000 community admissions from both adults and juniors, bringing with it the associated physical activity and health benefits.

Members welcomed the proposals and noted that if the project progressed, the target date for completion would be April 2018, which would coincide with and be part of the celebrations of Telford's 50<sup>th</sup> year.

**RESOLVED that –**

- (a) the current protected status of the playing fields under the Council's Green Guarantee, which is to remain in place be noted and the proposed development of the 3G artificial turf pitch, changing rooms and car park be approved (subject to planning);**
- (b) the use of £427k from the 2016/17 contingency to part fund this project be approved; and**
- (c) authority be delegated to the Assistant Director: Commercial Services (or any officer authorised in writing by that Assistant Director) in consultation with the Cabinet Member for Housing, Leisure and Health to agree and enter into and complete any contracts, land transfers and any other arrangements and documentation and take any required procedural steps to develop the 3G artificial turf pitch, changing rooms and car park as described in this report.**

*(Councillors E A Clare and A R H England returned to the room.)*

**CB-091      Children's and Adults ICT Systems Review, Procurement and Implementation**

**Key Decision** identified as **Children's and Adults ICT Systems Review, Procurement and Implementation** in the Notice of Key Decisions published on 19 April 2017.

All Cabinet Members confirmed that they had read and understood the provided supporting information which was exempt from publication by virtue of Paragraph 3 Part 1 Schedule 12A Local Government Act 1972. No representations had been received for this information to be considered in public

Councillor, P R Watling, Cabinet Member: Children, Young People & Communities, presented the report of the Assistant Director: Early Help & Support and Director of Children's and Adult's Services which explained that the Early Help & Support Service was planning a review of business needs with a view to scoping a specification for the implementation of an ICT system (or systems) suitable to meet the wider needs of Children's and Adults Services. It was proposed that the report be considered as an exception to the usual quarterly Procurement Update report due to the nature and significant positive impact this project and its implementation would have on a number of service areas in the Council. Progress would be reported through the regular procurement update.

Current contracts for the case management systems (children's and adults) were due to end on 31st March 2018. Telford & Wrekin Council Officers had worked alongside Shropshire Council with their scoping and procurement for a new, all age, case management system to ensure that, should the need arise, Telford & Wrekin Council could also access the same contract through a valid procurement process.

A number of opportunities and benefits were noted, including reducing costs, duplication and overlaps, reducing bureaucracy and silo working, and promoting more collaborative working. There were also benefits to procuring the same system as Shropshire Council including economies of scale, sharing of expertise, integration opportunities and potentially substantial discounts.

The ongoing operational costs of the new system were forecast at £163K per year, which was within the cost of the current system and would result in an ongoing cost reduction of around £46K per annum from 2019/20. The implementation of the proposed system solution was estimated to cost around £1.59m over an 18 month period to October 2018, which included a 10% contingency in addition to the cost of purchase, implementation and hosting, and the cost of the project team needed to support the full implementation of such a significant system. Funding was available in the 2017/18 and 2018/19 capital programme, the revenue implications of which were already part of the Council's revenue budget strategy.

In response, to questions from Councillor W L Tomlinson, the Liberal Democrat/Independent Group Leader, it was advised that the proposed supplier had 70% of the market share and during the robust procurement process, their work with other Local Authorities had been considered. The lifespan of the system would

depend on the contract and performance, which was expected to be at least 5 years and up to 10 years.

**RESOLVED that –**

- (a) authority be delegated to the Assistant Director: Early Help and Support, in consultation with cabinet member(s) responsible for children's and adults social care, to proceed with the next stage of procurement for a Children's and Adults ICT solution, including the Social Care Case Management System and to award the contract and adopt the appropriate process in accordance with the Constitution for the Assistant Direct: Governance, Procurement and Commissioning to conclude all legal formalities for any subsequent contract on behalf of the budget holder;**
- (b) funding for the project, implementation and ongoing support and maintenance of the system(s) and programme team be confirmed and approved;**
- (c) the procurement of the preferred suppliers, resulting from the recent robust joint procurement process with Shropshire Council, following a review of the high level specification, within a 3 months' timeframe be agreed; and**
- (d) the permissible short extension of the existing contracts to cover the implementation period, if the new system cannot go live until October 2018 be agreed.**

**CB-092      Draft Annual Governance Statement 2016/17**

**Non Key Decision**

Councillor, S Davies, Leader, presented the report of the Assistant Director: Governance, Procurement and Commissioning which proposed that the Annual Governance Statement 2016/17 be agreed prior to the statement being signed by the Leader and Managing Director. The Statement would then be sent to the Audit Committee for review and approval and would accompany the 2016/17 annual accounts. Cabinet was also requested to approve an updated Local Code of Good Governance which had been further revised to reflect the requirements of new CIPFA/SOLACE guidance.

**RESOLVED that –**

- (a) the Annual Governance Statement 2016/17, attached to the report as Appendix A be agreed and the information in the report be noted; and**
- (b) the updated Local Code of Good Governance attached as Appendix C to the report be approved.**

The meeting ended at 5.16pm

**Signed for the purposes of the Decision Notices**

Jonathan Eatough  
Assistant Director: Governance, Procurement & Commissioning  
Date: 24 May 2017

Signed: .....

Date: .....

## **CABINET**

**Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 20 April 2017 at 5.00pm at Addenbrooke House, Ironmasters Way, Telford**

**PUBLISHED ON WEDNESDAY, 26 APRIL 2017**

**(DEADLINE FOR CALL-IN: TUESDAY, 2 MAY 2017)**

**Present:** Councillors S Davies (Leader and Chair), L D Carter, E A Clare, A R H England, R A Overton, G C W Reynolds and H Rhodes.

**Also Present:** Councillors A J Eade (Conservative Group Leader) and W L Tomlinson (Liberal Democrat/Independent Group Leader).

### **CB-081      Apologies for Absence**

Councillors A D McClements and P R Watling.

### **CB-082      Declarations of Interest**

### **CB-083      Minutes**

**RESOLVED** – that the minutes of the meeting held on 6 April 2017 be confirmed and signed by the Chair.

### **CB-084      Supporting Growth - Development Management**

**Key Decision** identified as **Development Management - Service Improvement** in the Notice of Key Decisions published on 22 February 2017.

Councillor R A Overton, Cabinet Member: Housing, Leisure & Health, presented the report of the Assistant Director: Business, Development & Employment which proposed the introduction of a multidisciplinary 'one stop shop' development service to bring about a step change in the provision of development management services.

The new approach would see the provision of enhanced, discretionary development services designed in response to soft market testing which would increase efficiency, improve planning determination times, generate additional income, and reduce costs to the service and applicants. It would also adapt the planning service area to respond effectively to the Government's proposals to introduce private sector competition into the processing of planning applications. Alongside enhanced pre-application advice and the ability to tailor a package of support to applicants in the Borough the proposal enabled the service to provide planning and development services outside the Borough.

Development Management was one of the first services that developers/investors 'touched' and as such was central to delivering sustainable growth and the Council's

'Business Winning, Business Supporting' agenda – processing circa 1200 applications in 2016/17. It was also a significant 'gateway' to promoting the authority's wider commercial services. The service fulfilled a range of statutory duties on behalf of the Council from the determination of planning applications, planning enforcement, the production of planning policy, Local Authority Building Control, development control highway engineers, and a range of specialist development functions – including ecology, conservation, geotechnical, development delivery, affordable/specialist Housing and Healthy Spaces specialisms.

Following legislative changes in 2003 a significant number of authorities had introduced charges for the provision of discretionary services; including charges for a number of development management functions such as pre-application advice, and providing historic data. To date the Council had resisted such charges however national changes to introduce greater competition within planning services and feedback from developers indicated that there was a willingness to pay for the type of enhanced services which the new service could tailor to applicants' requirements speeding up the delivery of development and ultimately delivering greater cost/time reductions to applicants. To ensure a quality service to all, a level of pre application advice would remain free of charge including an appointment booking service provided from Wellington Business & Planning First Point. The enhanced package of services were discretionary but offered new avenues of revenue to support the costs of the regulatory authority (which would remain separate and wholly responsible for the determination of planning applications), and provide income that covered the costs of the non-chargeable services.

The proposed changes offered new opportunities to connect developers from first contact directly into other investor services including biT (the Council's building, design and building management service) and the wider Enterprise Telford land, finance and skills investor offer. This would support growth and maximise income opportunities with residential and commercial developers able to benefit from tailored support from pre application stage, through planning, building design and project management through to ongoing building maintenance/management.

**RESOLVED that –**

- (a) the Assistant Director: Business, Development & Employment, and such other officer(s) authorised in writing by the Assistant Director: Business, Development & Employment, in consultation with the Cabinet Member for Housing, Leisure and Health be authorised:**
  - (i) to make and implement whatever arrangements are considered by the Assistant Director: Business, Development & Employment to be necessary to undertake and charge for undertaking those functions listed in paragraph 4.5 & 6 of the report and such other planning, highways and building control functions the Assistant Director: Business, Development & Employment considers it would be lawful and appropriate to provide at a charge**

- (ii) to set the charges on a full cost recovery basis for undertaking those functions listed at paragraph 4.5 & 6 of the report and such other planning, highways and building control functions the Assistant Director: Business, Development & Employment considers it would be lawful and appropriate to provide under such a charging regime and to amend those charges as required.**
- (iii) to enter into any formal agreement, contract or other documentation necessary to implement whatever arrangements are considered by the Assistant Director: Business, Development & Employment to be necessary to provide services in respect of those functions listed at paragraph 4.5 & 6 of the report and in respect of such other planning, highways and building control functions the Assistant Director: Business, Development & Employment considers it would be lawful and appropriate to provide on a full cost recovery basis.**
- (iv) to produce, approve and secure the implementation of a business plan setting out how the functions referred to in the above recommendations will be undertaken and charged for on a full cost recovery basis**
- (b) the Assistant Director: Business, Development & Employment, and such officer(s) authorised in writing by the Assistant Director: Business, Development & Employment, in consultation with the Assistant Director: Finance & Human Resources and the Cabinet Member for Council Finance & Service Delivery be authorised to make changes to nationally set planning fees in line with National Government policy as set out in paragraph 4.12 of the Report**

**CB-085      Ironbridge Gorge World Heritage Site Management Plan**

**Non-Key Decision**

Councillor R A Overton, Cabinet Member: Housing, Leisure & Health, presented the report of the Assistant Director: Business, Development & Employment which sought endorsement of the draft plan to manage the Ironbridge Gorge World Heritage Site and approval for the plan to be submitted to Central Government and UNESCO.

It was a requirement of the international body that oversees World Heritage Sites (United Nations Educational, Scientific and Cultural Organisation – UNESCO) that an up to date Management Plan was in place. The Council produced its first Ironbridge Gorge World Heritage Site Management Plan in 2001 which was updated in 2010. Since then an Agreement had been established with the Ironbridge Gorge Museum Trust to lead on the preparation of the Plan. In accordance with UNESCO best practice this process had been overseen by the multi-agency Ironbridge Gorge World Heritage Site Steering Group. The responsibility for submission remained with the Council which was the managing authority for the Ironbridge Gorge World Heritage Site (WHS).

A draft document was produced in 2016 and was subject to public consultation. The plan had since been amended and progressed to a point that it was considered ready to submit to Central Government for submission to UNESCO.

The purpose of the Management Plan, which must meet UNESCO requirements, was to ensure the effective protection of the site for future generations, preserving and protecting the Outstanding Universal Value of the Ironbridge World Heritage Site; ensuring appropriate interpretation and understanding of the culturally unique and outstanding built and natural environment of the Ironbridge World Heritage Site. The plan also aimed to improve the interpretation and understanding of the cultural landscape to its visitors and inhabitants and enhance the living community within the WHS through social and economic regeneration.

The management plan set out to balance the internationally important heritage of the area with the ambitions of residents, business and visitors for both the present and the future. It identified the qualities of valued environments and proposed how the Gorge could be nurtured and protected but also flourish as a community. To these ends, partners in the Ironbridge Gorge had committed to working together to:

- Safeguard the unique industrial heritage and character of the Ironbridge Gorge World Heritage Site for present and future generations.
- Strengthen the World Heritage Site as a vibrant living and working community and strong economy.
- Interpret the World Heritage Site in ways that ensure its accessibility to all.
- Incorporate holistic planning and strategic decision-making which would conserve the historic environment, essential ecological processes and biodiversity found in the Ironbridge Gorge World Heritage Site.

**RESOLVED that –**

- (a) **the draft replacement Ironbridge Gorge World Heritage Site Management Plan be endorsed and the document be approved for submission to UNESCO;**
- (b) **authority be delegated to the Assistant Director: Business Development & Employment and any other officer authorised by that Assistant Director in writing, in consultation with the lead Cabinet Member to review, amend, and consult on any further WHS management plans.**

**CB-086      Severn Gorge Conservation Area Appraisal and Management Proposals**

**Non-Key Decision**

Councillor R A Overton, Cabinet Member: Housing, Leisure & Health, presented the report of the Assistant Director: Business, Development & Employment which sought the approval and adoption of the Appraisal and Management Plan which had been drawn up for the Severn Gorge Conservation Area in accordance with National Planning Policy Framework requirements.

The Severn Gorge Conservation Area was adopted in 1971 (with the area covered extended on Oct 1980) as an area of special architectural and historic interest. The site was also designated, by UNESCO, as one of the UK's first World Heritage Sites in 1986. The documents attached to the report sought to provide a clear and concise appraisal and management Conservation Area Management Plan which would provide a sound basis for its future management. The Conservation Area Appraisal (CAA) and Management Plan (CAMP) together formed the foundations of managing development pressures on the historic built environment and would be used as the basis for formulating any local planning policies.

The CAA and CAMP identified and justified the designation of the Conservation Area, and created a framework for the control of development, in addition to considering and strengthening design controls. Specifically they also recognised the need to protect the areas of open views surrounding the conservation area. In preparing the management proposals the boundary of the conservation areas had been reviewed and remained as adopted.

**RESOLVED that –**

- (a) the adoption of the Severn Gorge Conservation Area Appraisal and Management Plan documents to provide a sound basis for considering planning applications and for developing initiatives to enhance the area be approved;**
  
- (b) authority be delegated to the Assistant Director: Business Development & Employment and any other officer authorised by the Assistant Director in writing, in consultation with the lead Cabinet Member to draft and consult on any further Conservation Area Management Plans within the Borough, as per the statutory regulations.**
  
- (c) following any consultation period, Cabinet delegate authority to the Assistant Director: Business Development & Employment and any other officer authorised by the Assistant Director in writing, in consultation with the Lead Cabinet Member, to amend and adopt any further Conservation Area Management Plans within the Borough.**

The meeting ended at. 5.05pm

**Signed for the purposes of the Decision Notices**

Jonathan Eatough  
Assistant Director: Governance, Procurement & Commissioning  
Date: 26 April 2017

Signed: .....

Date: .....

**TELFORD & WREKIN COUNCIL**

**CABINET – 18 MAY 2017**

**PROPOSED 3G PITCH DEVELOPMENT**

**REPORT OF: ASSISTANT DIRECTOR, COMMERCIAL SERVICES**

**LEAD CABINET MEMBER – COUNCILLOR RICHARD OVERTON (CABINET MEMBER FOR: HOUSING, LEISURE AND HEALTH)**

**PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

- 1.1 The purpose of this report is to seek Cabinet approval (subject to planning) for the development of a 3G artificial turf pitch to increase the usage of the playing fields adjacent to Telford Ski Centre. An outline site plan (Appendix1) is provided for information.
- 1.2 The Council's Playing Pitch Strategy (2016) identifies the need for one additional 3G pitch within the borough and specifically highlights the current lack of community access to 3G pitch provision in South Telford.
- 1.3 The proposed development would provide a high quality valuable community resource, improve sport and physical activity opportunities and generate significant additional usage and income. Based upon usage data from similar council facilities it is anticipated that the 3G pitch would generate in the region of 42,000 community admissions from both adults and juniors, bringing with it the associated physical activity and health benefits. If the project progressed, the target date for completion would be April 2018, which would coincide with and be part of the legacy of the celebrations of Telford's 50<sup>th</sup> year.
- 1.4 The proposed facility, is designed to meet with the latest Sport England technical standards and would replace the former Madeley Court artificial turf pitch, which was originally funded by the Big Lottery and provide associated changing rooms and car parking provision.

**2. RECOMMENDATIONS**

- 2.1 **That Cabinet note the current protected status of the playing fields under the Council's Green Guarantee, which is to remain in place and approve (subject to planning) the proposed development of the 3G artificial turf pitch, changing rooms and car park.**
- 2.2 **That Cabinet approve the use of £427k from the 2016/17 contingency to part fund this project.**

**2.3 That Cabinet delegate authority to the Assistant Director: Commercial Services (or any officer authorised in writing by that Assistant Director) in consultation with the Cabinet Member for Housing, Leisure and Health to agree and enter into and complete any contracts, land transfers and any other arrangements and documentation and take any required procedural steps to develop the 3G artificial turf pitch, changing rooms and car park as described in this report.**

### **3 SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	<i>Improve the health and wellbeing of our communities and address health inequalities. Putting our children and young people first.</i>
	Will the proposals impact on specific groups of people?	
	No	
<b>TARGET COMPLETION/ DELIVERY DATE</b>	<i>April 2018.</i>	
<b>FINANCIAL/ VALUE FOR MONEY IMPACT</b>	Yes	<p>The estimated cost of building &amp; maintaining the 3G pitch, changing rooms and car park is £1,776k. The current capital programme includes funding of £1,350k for this purpose.</p> <p>The shortfall in funding of £427k can be met from the balance remaining in the 2016/17 corporate budget contingency.</p> <p>Whilst there will be some short term pressure on the service's revenue budget associated with the establishment of this new facility which will need to be carefully managed by the service, it is anticipated that from 20/21 it will generate an ongoing revenue saving of £8k per annum associated with additional income.</p> <p>The Council received £554k from the Big Lottery to fund the original pitch which included a 20 year asset liability and clawback period. There is a risk that if the Council chose not to replace it the Big Lottery may seek to recover the entire grant. It is however more likely that a proportion of the grant, to reflect the 5 year period of provision would be repayable this is estimated as being c£416k.</p>

		<p>The Council would also still be obligated to provide the changing rooms in accordance with a Sport England planning condition estimated as costing £750k regardless of the provision of a new 3G pitch.</p> <p>Therefore, should the decision be taken not to provide the 3G pitch the Council could potentially incur costs of between £416k to £554k and would not benefit from the new pitch facilities.</p> <p>AEM/KC19/04/17.</p>
<p><b>LEGAL ISSUES</b></p>	<p>Yes</p>	<p><b>Green Guarantee Sites</b> At its meeting on 15th October 2015, Cabinet resolved that all decisions relating to disposals or changes of use of these sites are determined by Cabinet rather than pursuant to officer delegated powers.(IR 23.02.17)</p> <p><b>Planning Conditions/Obligations</b> Owners are required to comply with planning conditions and obligations which relate to the land and, where the land is in Council ownership, compliance with those conditions and “obligations” is equally necessary.</p> <p><b>Enabling Powers</b> - The Council can exercise its power to act in this matter under Section 1 and 2 of the Localism Act 2011.</p> <p><b>Compliance and Governance:</b> The Council will utilise the resources for permitted purposes as set out in the Project Plan and will administer it in accordance with any overarching funding conditions/restrictions deemed necessary by the awarding body.</p> <p><b>Contracts:</b> All overarching and incidental contractual documentation relating to this matter emanating from external parties, will routinely undergo stringent due diligence and thorough review to assess legal risks and implications to the Council’s contractual position.</p> <p><b>Income Generation and Delivering Value for Money:</b> Generating income is a choice available to the Council under the provisions of the Local Government Act (LGA) 2003 which enables</p>

		<p>Councils to charge for discretionary services on a cost recovery basis (LGA 2003, Section 93(1)).</p> <p><b>Consultation:</b> The Council is mindful of its duty to consult and it is noted in the report that the primary statutory consultee has been approached.</p> <p>MG Commercial Team 05/05/17</p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	No	
<b>IMPACT ON SPECIFIC WARDS</b>	No	<i>Madeley &amp; Sutton Hill ward but will also benefit residents from across South Telford Wards.</i>

## **PART B) – ADDITIONAL INFORMATION**

### **4 INFORMATION**

- a. As part of the Council's Building Schools of the Future (BSF) programme the sports facilities at Madeley Court closed in December 2011 and were replaced by new school and community facilities on the Abraham Darby site. Due to site constraints it was determined that the artificial turf pitch would be re-provided elsewhere as part of the programme.
- b. The former Madeley Court artificial turf pitch which opened in 2006 received a grant of £554k from the Big Lottery and the funding agreement includes a 20 year asset liability and clawback period. The Big Lottery have agreed to enter into a Deed of Variation transferring the funding agreement from the former Madeley Court facility to the proposed new pitch.
- c. The advantages of the proposed site, on playing fields adjacent to the Ski Centre, include its proximity to the original pitch, complimentary infrastructure (Ski Centre) and strategic fit in terms of the needs identified through the borough's Playing Pitch Strategy.
- d. Through pro-active programming the 3G pitch can help address levels of inactivity, and contribute toward health improvement. Adult physical activity levels within Telford & Wrekin (53.8%) are statistically similar to the national average. Figures for children with excess weight in year 6 in Madeley & Sutton Hill (38.1%) are worse than the national average (33.4%). The 3G pitch would provide affordable opportunities not only for use by existing clubs and groups but also accommodate local schools, community groups and targeted health projects such as Tackle Your Health and Be Active.

- e. The playing fields which incorporate two grass football pitches are categorised within the Council's Playing Pitch Strategy as being of an average standard and are prone to fixture cancellations during periods of inclement weather. Regardless of their quality grass pitches provide very limited capacity for use, typically three matches per week, they also offer very limited capacity for training due to the fixed goal posts and the need for the grass to recover. Since the relocation of the sports facilities from the former Madeley Court site to Abraham Darby the grass pitches have only been able to accommodate limited junior use due to the lack of changing provision.
- f. The playing fields adjacent to the Ski Centre are protected under the Council's Green Guarantee which requires that any disposal or change of use be determined by the Council's Cabinet. It is proposed that the new 3G pitch would remain under the protection of the Green Guarantee in the long term since the projected level of community admissions both for juniors and seniors and the associated health benefits are in line with the intentions of Green Guarantee protection.
- g. Early consultation with Sport England, who are a statutory consultee in respect of playing fields, has indicated 'in principle' support for the scheme based upon the sporting benefits.
- h. The proposed pitch incorporates the latest in 3<sup>rd</sup> Generation Artificial Turf and is designed to meet the FIFA Quality assurance standard providing facilities for training, recreation and competition. One of the recommendations contained within the Council's Playing Pitch Strategy is to try and encourage and support the transition of football from grass to artificial pitches as it:
  - Provides a consistently good quality and safe playing surface, particularly when a shock pad is incorporated which cushions impact and helps reduce risk of injury.
  - Provides a durable surface which requires much less maintenance and can accommodate significantly greater levels of usage.
  - Greatly reduces the need for cancellations due to inclement weather.
  - Can accommodate high volume usage during peak times bringing considerable financial benefits.
  - Can cater for a wide range of user groups including, schools, clubs and local leagues and promote sport and healthy living for all ages and abilities.
- i. Although likely to be predominately used for the football the pitch has been designed to provide a high quality multi-sport all weather surface for recreational use. The facility could also be made available for use by schools, in particular local primary schools who typically do not have access to such facilities and whose playing fields may otherwise be unusable for much of the year.

- j. The facilities include the provision of new changing rooms, which have been designed to comply with Sport England technical guidance, to support the 3G pitch and the remaining grass pitch. The provision of changing rooms will satisfy an existing Sport England planning condition and will also meet a Council obligation under the terms of its lease with the Telford Trust who hold the Head Lease on the Ski Centre site.
- 4.1 It is proposed that the changing rooms be accommodated within an extension to the Ski Lodge as this provides operational efficiencies and will encourage users of the pitch to make use of the social facilities at the Ski Centre. It is considered that this increase in footfall along with the proximity of the Nu Place (Miners Walk) development will increase awareness and usage of the Ski Centre and Ski Lodge facilities and support the long term sustainability of the Ski Centre.
- 4.2 As part of the pre-planning feasibility study residents and stakeholders have been invited to view and comment upon the proposals and where possible this feedback will be incorporated within the plans. Of those people who attended the consultation event and completed a feedback questionnaire (12 respondents), 11/12 supported the need for sports facilities in South Telford and 10/12 supported the proposed plans for the 3G pitch facility.
- 4.3 A summary of the project plan key dates is provided below:
- Planning Application – May/June 2017
  - Planning determination –July/Aug 2017
  - Tender of the project concurrent with the planning process
  - Evaluation of tenders and awarding of the contract –July/Aug2017
  - Lead in period and commencement on site –Sept 2017
  - Completion of project - April / May 2018

## **5 LEGAL COMMENT**

### **5.1 Green Guarantee Sites**

At its meeting on 15th October 2015, Cabinet resolved that all decisions relating to disposals or changes of use of these sites are determined by Cabinet rather than pursuant to officer delegated powers.

### **5.2 Planning Conditions/Obligations**

Owners are required to comply with planning conditions and obligations which relate to the land and, where the land is in Council ownership, compliance with those conditions and “obligations” is equally necessary.

### **5.3 Enabling Powers** - The Council can exercise its power to act in this matter under Section 1 and 2 of the Localism Act 2011. Section 1 sets out the General Power of Competence and provides that “a local authority has power to do anything that individuals generally may do”.

- 5.4 Compliance and Governance:** The Council will utilise the resources for permitted purposes as set out in the Project Plan and will administer it in accordance with any overarching funding conditions/restrictions deemed necessary by the awarding body. The Council will construe its behaviour against Constitutional standards of financial probity and stringent financial planning and financial risk management as well as risk and equality impact assessments and procurement requirements, which may impact its delivery of desired outcomes. If the EU financial threshold is breached for any procurement of works and or services this will require the Council to conduct any procurement activity in accordance, and be fully compliant with the Public Contract Regulations (2015)
- 5.5 Contracts:** All overarching and incidental contractual documentation relating to this matter emanating from external parties, will routinely undergo stringent due diligence and thorough review to assess legal risks and implications to the Council's contractual position. Specific regard will be had to the Council's Corporate Risk Profile and any items that may require attention of a local and strategic nature will be escalated to the appropriate Officer for further consideration and instruction. The Sport England and Big Lottery will lend toward high specificity and will invariably include a clawback mechanism or recovery formula as part of the contract. Terms and conditions will set out the circumstances for the trigger and enforcement of the clawback provision discriminately, where there is any breach of the overarching principles and permitted uses. To mitigate this risk the Council should make sure that the Officer tasked with contract managing this arrangement maintains operational control of the site and ensures that no material infringements arise that may give recourse to the awarding body pursuing the clawback measure.
- 5.6 Income Generation and Delivering Value for Money:** Generating income is a choice available to the Council under the provisions of the Local Government Act (LGA) 2003 which enables Councils to charge for discretionary services on a cost recovery basis (LGA 2003, Section 93(1)). There is an alternative option under the LGA 2003 available, upon the furtherance and approval of a robust business plan the Council may opt to trade through a commercial company which has been established to make a surplus. The intention being that profits go back to the Council in the form of dividends and service charges – that is goods, services, premises and so on, provided to the company by the Council. If the Council does not intend to pursue the incorporation of a company at this time, then any income generation for the time being will be limited to the former approach.
- 5.7 Consultation:** The Council is mindful of its duty to consult and it is noted in the report that the primary statutory consultee has been approached. Where it is deemed necessary the Council may also seek to undertake meaningful consultation with non-statutory consultees alike, and especially in relation to the consideration of local impact assessments on service delivery, and fostering community engagement going forward to make it a viable and successful facility.

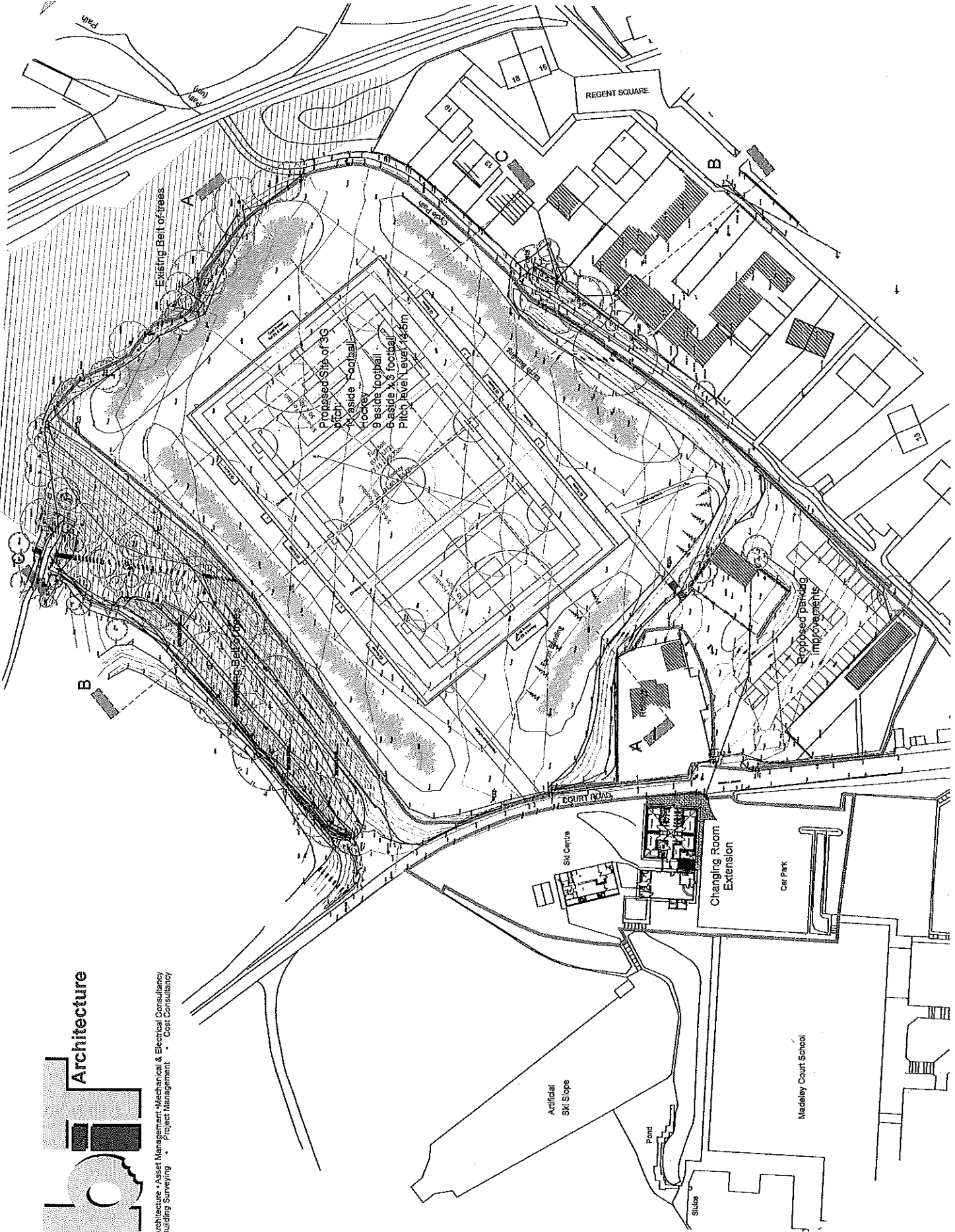
**6**     **PREVIOUS MINUTES**

25<sup>th</sup> February 2016– Telford & Wrekin Cabinet – Playing Pitch Strategy (2016)  
24<sup>th</sup> March 2016 – Telford & Wrekin Cabinet – Green Guarantee

**7**     **BACKGROUND PAPERS**

None.

***Report prepared by Stuart Davidson, Commercial Services (Operations)  
Manager Telephone: 01952 382601.***



Madeley - Proposed 3G Pitch - Site Plan

## **TELFORD & WREKIN COUNCIL**

**CABINET - 18 MAY 2017**

### **CHILDREN'S AND ADULTS ICT SYSTEMS REVIEW, PROCUREMENT & IMPLEMENTATION**

#### **REPORT OF THE ASSISTANT DIRECTOR EARLY HELP AND SUPPORT AND DIRECTOR OF CHILDREN'S AND ADULTS SERVICES**

**LEAD CABINET MEMBERS: CLLRS ARNOLD ENGLAND, PAUL WATLING, LEE CARTER**

## **PART A) – SUMMARY REPORT**

### **1. SUMMARY OF MAIN PROPOSALS**

Specific procurement projects are usually brought to Cabinet through the quarterly Procurement Update however, Cabinet are asked to consider this report as an exception due to the nature and significant positive impact this project and its implementation will have on a number of service areas in the Council. Progress will be reported through the regular procurement update.

Early Help & Support is now planning the review of business needs with a view to scoping a specification for the implementation of an ICT system (or systems) suitable to meet the wider needs of Children's and Adults Services. Current contracts for the case management systems (children's and adults) end 31<sup>st</sup> March 2018.

Shropshire Council has recently completed procurement and commenced implementation of a new, all age, case management system. Telford & Wrekin Council Officers worked alongside Shropshire with their scoping and procurement to ensure that, should we need to, we could also access the same contract through a valid procurement process.

### **2. RECOMMENDATIONS**

- 2.1 Agree delegated authority for the AD: Early Help and Support, in consultation with cabinet member(s) responsible for children's and adults social care, to proceed with the next stage of procurement for a Children's and Adults ICT solution, including the Social Care Case Management System and to award the contract and adopt the appropriate process in accordance with the Constitution for the AD: Governance, Procurement and Commissioning to conclude all legal formalities for any subsequent contract on behalf of the budget holder.**
- 2.2 Confirm and approve funding for the project, implementation and ongoing support and maintenance of the system(s) and programme team.**
- 2.3 Agree to procure the preferred suppliers, resulting from the recent robust joint procurement process with Shropshire Council, following a review of the high level specification, within a 3 months' timeframe.**
- 2.4 Agree to the permissible short extension of the existing contracts to cover the implementation period, if the new system cannot go live until October 2018.**

### 3. SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	<p>Put our children and young people first</p> <p>Protect and support our vulnerable children and adults</p>
	Will the proposals impact on specific groups of people?	
<b>TARGET COMPLETION/DELIVERY DATE</b>	Proposed implementation of new system October 2018	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	<p>The implementation of the proposed system solution is estimated to cost around £1.59m over an 18 month period to October 2018. It is assumed that there will be a need for double funding of both systems in 2018/19 and this will incur an additional one off cost of £116k above the current annual cost.</p> <p>The ongoing operational costs are currently forecast at £163,000 per year. This is within the cost of the current system and would result in an ongoing cost reduction of around £46k per annum, from 2019/20</p> <p>The system implementation cost of £1.59m includes a 10% contingency in addition to the cost of purchase, implementation and hosting and the cost of the project team needed to support the full implementation of such a significant system. The project team will consist of a combination of new posts and dedicated experts from within the organisation, the latter will require their substantive posts to be backfilled.</p> <p>There is funding available in both the 2017/18 and 2018/19 capital programmes, the revenue implications of which are already part of the Council's revenue budget strategy, which could be utilised in relation to Adult's and Children's ICT projects totalling £1.59m, £394k of which will be subject to the governance arrangements around the BCF Pooled Budget agreement. The timings of expenditure to match available funding will need to be considered over the 2 years.</p> <p>There is an invest to save bid already approved of £200k which would be available to fund non capitalised costs, if required although first call on this would be the £116k one off cost in 2017/18 identified above.</p> <p>It is important to note that there is an element of "worst case scenario" built into the costs of the project in respect of the requirement for additional modules, a full year's operational costs for 2018/19 for existing systems and</p>

		<p>resource requirements within the Project team. As the project progresses these elements will be kept under close review and changes may be made that lead to a reduction in the current estimate of cost.</p> <p>It is anticipated that introduction of this new system will produce significant operational efficiencies which will help reduce costs in the future. It is impossible at this stage to quantify the financial impact of these.</p> <p>TAS April 2017</p>
<b>LEGAL ISSUES</b>	Yes	<p>All contracts must comply with relevant EU requirements as well as provisions contained within the Council's Contract Procedure Rules. Each procurement will need to follow due process in accordance with the Council's constitutional internal and legislative requirements, with advice from Strategic Procurement Team and Legal Services, if appropriate.</p> <p>MG Legal 80787</p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	<p>Doing nothing is not an option, as contracts expire by April 2018. Risk that we will not have a suitable case management system in place following expiry of existing contracts. Also CareFirst is a legacy product so we do not know how long this will be supported by the current suppliers.</p>
<b>IMPACT ON SPECIFIC WARDS</b>	Yes	Borough-wide impact

## **PART B) – ADDITIONAL INFORMATION**

### **4. INFORMATION**

#### **4.1 Current Contractual Position (Children's and Adults Social Care systems) with Support & Maintenance costs**

<b>Application</b>	<b>Contract/Agreement term</b>	<b>Expenditure 17/18</b>
LCS Protocol – Liquidlogic Children's	Perpetual contract. Support & Maintenance invoicing has been aligned (includes additional elements e.g. workspaces) to the financial year, current period is 01/04/16 to 31/03/17	£48,741
CareFirst (inc MyLife, CareAssess – OLM Solutions Adults	Perpetual contract. 3 year agreement secured a 15% support & maintenance for the period 01/04/15 to 31/03/18. (removal of Children's functionality modules=cost increase based on individual module purchase)	£91,317
Abacus – Target eSolutions Finance	31/03/18	£24,419
LINKS CarePath – ILLY Systems	ILLY Systems contract term 01/10/15 to 31/03/18	£20,567

DARs		
BRIGHT		£17,000
Arbor		£7,000
<b>Total per annum</b>		<b>£209,044</b>

## 4.2 Principles for the Review and Procurement

As detailed in our 'Being the Change' documents, we need to function as one organisation with a shared set of priorities and values that are owned by all services:

Therefore, the principles of the systems review and procurement are to:

- Attack cost, reduce duplication and overlaps and prevent departmentalism (operational efficiencies to be determined)
- Secure economies of scale and concentrate/pool expertise and knowledge
- Reduce unnecessary bureaucracy – 'de-clutter' processes and procedures
- Ensure a streamlined, more flexible children's and adults service that can act faster, linked to the Digital Strategy
- Promote more collaborative working, maximising the synergies between services and reduce silo-working
- Improve customer journey, interaction and outcomes
- Provide management information reporting tools which will provide the ability to drive greater efficiency from the service

The Assistant Director for Early Help & Support has specific responsibility for establishing a business support service across children, young people and adult services, capable of supporting the proposed transformation. The Assistant Director will work closely with the Director: Children's and Adult Services to deliver the required system change and have a key role to play in developing integrated working practice across public and voluntary sector services.

The review and procurement of a new ICT solution, with a single provider, will assist with providing the foundations for the transformation of children's and adults services, as part of the overall business process improvement.

We are proposing to adopt an approach to make this whole system transition: an approach based upon integrated working practice across children, young people and adults (social care, health and other public sector) services. This will involve developing a closer working relationship and shared narrative across the council and wider with public sector partners, including health, and our communities, linked to our Commitment Statement for Early Help and Support and the Sustainability Transformation Plan (Neighbourhood working model), across Shropshire and Telford & Wrekin.

## 4.3 Cost Benefit Analysis and Opportunities

Initial analysis indicates that there is a broad range of current processes that involve daily time consuming manual workarounds, data re-entry and duplication. Further analysis is likely to reveal an opportunity to make additional significant time efficiency savings as a result of combined system and business process rationalisation.

Improved social care and finance links at IT system and business process levels will reduce the current delays in issuing client invoices, which will in turn lead to a reduction in outstanding debt.

Staff cost avoidance is also likely to be achieved through a combination of IT system and business process improvements. Existing system restrictions and inflexibility will be removed to provide opportunities for staff resources to be re-directed to undertake other work which could generate greater cost reductions.

#### **4.4 Scope**

The project team will continue to scope current practise and lean processes across the T&W Children's and Adults Services in order to define the specification contract requirements. We therefore need to consider the following service areas requirements, current and future:

- Early Help & Support (via Localities) – Sarah Dillon:
  - Community Safeguarding and Case Management (Jo Taylor-Palmer)
  - Community Early Help (Julie Smith)
  - Service Improvement & Efficiency (Clare Hall-Salter)
- Children's Safeguarding & Specialist Services – Jo Britton:
  - Child Protection & Family Support (Nick Bennison)
  - Family Placements, Children in Care, Leaving Care, Fostering, Emergency Duty (Angela Yapp)
- Independent Children's Safeguarding, Quality & Advocacy (Tilly Heigh)
- Missing Children & LADO (Local Authority Designated Officer) (Tina Knight)
- Family Connect (Debbie Lloyd)
- Principal Social Workers – Adults and Children (Rachel Cosh and Marie Hatton)
- Education & Corporate Parenting – Jim Collins:
  - SEND & Inclusion (Andy Cooke)
  - School Organisation and Traded Services (Liz Smith)
- Strategic Procurement, Brokerage and Commissioning Vulnerable People – Jonathan Eatough (Sarah Bass and Laura Thorogood)
- Skills Service (Sue Marston)
- Payments – Ken Clarke (Julie Pugh)
- Organisational Delivery & Development – Jon Power (Helen Potter and Sharon Carrington)
- Finance – Ken Clarke (Tracey Smart)
- Financial Case Management – Angie Astley (Lee Higgins)

It is also necessary to ensure that any future integration and legislative requirements that may impact on our requirements are identified as part of the scoping process.

#### **4.5 Project Governance and Project Team**

To ensure a project of this size is able to successfully deliver its outcomes, a dedicated Project Team is required.

A number of posts are new and need to be recruited; some posts can be filled from expertise within the existing staff structure. A number of those posts need to be backfilled and will be funded by the associated revenue budget for the post. It is important to note that there is an element of "worst case scenario" built into the costs. As the project progresses this will be kept under close review and changes may be made that lead to a reduction in the current estimate of cost.

It is proposed that the Programme Lead will be line managed by the SDM: Service Improvement and Efficiency and will report into a Project Board, including the AD Early Help and Support

(responsible for the ICT systems review, procurement and implementation) and the Director of Children's and Adults Services (Sponsor). The Board will also include ADs/SDMs spanning the Children's and Adults service areas (as listed above).

#### **4.6 Shropshire Council and Opportunity for Telford and Wrekin Council**

It was agreed with Directors and the Procurement team at Shropshire that their Invitation to Tender would state that T&W Council may wish, in the future, to join their contract should we agree on the same provider and would be part of the evaluation process. This did not commit the Council but does provide a cost effective option for us to proceed.

Shropshire Council (with input from T&W Council) has evaluated final bids and has chosen a preferred supplier. The contracts were signed on 31<sup>st</sup> March 2017.

Shropshire is now at high level design stage. The contract secured will enable Shropshire (and T&W, if appropriate) to pull down modules as required. Following this their timescale for implementation is April 2018 (likely to be Adults Social Care first, followed by Children's). Shropshire Council is happy to share their resource, project plans, specification and lessons learnt should they help in supporting us going forward.

There are advantages to us procuring the same system as Shropshire, including economies of scale, sharing resources both in terms of project teams and expertise. This is also beneficial given the NHS Digital agenda for the local health economy across Shropshire and Telford and Wrekin, driven by the Local Digital Roadmap and integration opportunities if Shropshire and T&W were to have the same system supplier.

We are confident that their decision to go with this supplier was informed by a thorough and robust evaluation and assessment process which we were part of. Equally we believe this approach will meet our system and service needs.

#### **4.7 System(s) Procurement, Support and Maintenance**

Appendix A (not for publication by virtue of paragraph 3 Part 1 Schedule 12 A Local Government Act 1972) identifies the estimated total revenue and capital costs of the new system.

##### **Report prepared by:**

**Clare Hall-Salter, Service Delivery Manager: Service Improvement and Efficiency, Children's and Adults Services. Telephone: 01952 382016**

**Kirsty King, Service Delivery Manager: Commercial Services Manager ICT. Telephone 01952 382486**

**Jon Power, Service Delivery Manager: Organisational Delivery & Development. Telephone 01952 380141**

**Sarah Bass, Service Delivery Manager: Procurement and Brokerage. Telephone: 01952 382470**

# TELFORD & WREKIN COUNCIL

CABINET - 18 MAY 2017

## THE ANNUAL GOVERNANCE STATEMENT 2016/17 and UPDATED LOCAL CODE OF GOOD GOVERNANCE

### JOINT REPORT OF THE CHIEF FINANCIAL OFFICER and THE MONITORING OFFICER

#### 1 SUMMARY OF MAIN PROPOSALS

- 1.1 For the Cabinet to agree the Annual Governance Statement 2016/17 prior to the statement being signed by the Leader and Managing Director. The Statement will then be sent to the Audit Committee for review and approval and will accompany the 2016/17 annual accounts.
- 1.2 For the Cabinet to approve an updated Local Code of Good Governance which has been further revised to reflect the requirements of the new CIPFA/SOLACE guidance.

#### 2 RECOMMENDATION

- 2.1 That members of the Cabinet agree the Annual Governance Statement 2016/17, attached as Appendix A, and note the information in the report.
- 2.2 That members of the Cabinet approve the updated Local Code of Good Governance attached as Appendix C.

#### 3 SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	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	
<b>TARGET COMPLETION/ DELIVERY DATE</b>	Annual Governance Statement signed and ready to accompany the 2016/17 accounts by 30 <sup>th</sup> June 2017. Updated Local Code of Good Governance is required to ensure it reflects the updated guidance against which the Council must assess itself for 2016/17 Annual Governance Statement onwards.	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	No	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.  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.
<b>LEGAL ISSUES</b>	Yes	The requirement for an Annual Governance Statement is established at Part 2 paragraph 6 of the Accounts and Audit Regulations 2015. Further details of this requirement are set out at sections 4.1 and 4.2 of this report.

<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	Good governance supports the identification and management of risks and robust control arrangements.
<b>IMPACT ON SPECIFIC WARDS</b>	Yes	Borough-wide impact

#### **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 2016/17 is attached at Appendix A and has been developed based on the requirements of the regulations and CIPFA/Solace guidance<sup>1</sup>. 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 2015/16 statement (implemented during 2016/17) has been reviewed and updated to reflect current progress. The position as at 31/03/17 is attached as Appendix B 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 2016/17, 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 Managing Director – who sign the statement to acknowledge their responsibilities;
  - b) Senior management – Managing Director, Directors, Assistant 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 2016/17 Annual Governance Statement sets out adherence to the Council's governance arrangements that operated during the period – 1<sup>st</sup> April 2016 to 31<sup>st</sup> March 2017 and measures the effectiveness of them.
- 4.7 The Council's current Code of Good Governance was approved last June to reflect the April 2016 CIPFA/SOLACE updated 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 including the Council's "Being the Change" document.

<sup>1</sup> Delivering Good Governance in Local Government: Framework (2016 Edition)

## **5 IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

N/A

## **6 PREVIOUS MINUTES**

- 6.1 Cabinet 26<sup>th</sup> June 2014; 25<sup>th</sup> June 2015; 16<sup>th</sup> June 2016  
Audit Committee 30<sup>th</sup> June 2014; 30<sup>th</sup> June 2015; 28<sup>th</sup> June 2016

## **7 BACKGROUND PAPERS**

Local Code of Corporate Governance June 2016

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

KPMG Annual Audit Letter 2015/16

External inspection reports 2016/17

Annual Audit & Information Governance Report 2016/17

***Report prepared by Jenny Marriott, Audit, IG, Insurance & Investigations SDM Telephone:  
01952 383101***

**ANNUAL GOVERNANCE STATEMENT 2017/18****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 (those charged with governance). The Annual Governance Statement outlines that the Council has been adhering to its 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.

**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 formally adopted Codes of Conduct, Constitution, and policies of the Council 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, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively to secure continuous improvement.

3.2 To this end the Council has a local Code of Corporate Governance to ensure that it is consistent with the principles of the CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016 Edition). Within this code and to meet its responsibilities, the Council (members and officers) is responsible for putting in place proper arrangements for the governance of its affairs including risk management, the requirements of regulations<sup>1</sup> and ensuring the effective exercise of its functions.

3.3 The Council continues to review its arrangements against best practice and implement changes to improve the governance framework (including the system of internal control). During 2016 a new local Code of Good Governance was approved to meet the updated CIPFA/SOLACE Delivering Good Governance in Local Government: Framework (2016 Edition) and this has been further updated for 2017 to reflect the updated principles.

**4. The Purpose of the Governance Framework**

4.1 The governance framework comprises the systems and processes, and cultures and values, by which the Council is directed and controlled and its activities through which it accounts to, engages with and leads the community. The detail is included in the Local Code. The framework enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate, cost effective services.

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 policies, 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.

4.3 The governance framework has been in place at the Council for the year ended 31 March 2017 and up to the date of approval of the statement of accounts. It is on-going into 2017/18 but there will be appropriate reviews and updates during the year and beyond to support good

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<sup>1</sup> Regulations 6 1(b), 6 2(b), 6 3(b) and 4 of the Accounts and Audit Regulations 2015

governance, organisational change/revised service delivery and changes to legislation/regulations and good practice.

## 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:-
- a) the senior managers within the authority who have responsibility for the development and maintenance of the governance environment;
  - b) the work of internal audit; and also
  - c) comments made by the external auditors and other external review agencies and inspectorates.
- 5.2 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 the Cabinet.
- 5.3 The Council's Scrutiny function continues to review the development of policy, the decision making process and areas of concern. The subject areas for review are 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 and the Executive.
- 5.4 The Internal Audit plan is informed by the Council's service and financial planning processes, strategic risk register, external inspection reports, external networking intelligence, the requirements of the External Auditor, comments from senior management and their opinion of the current state of the governance risk and internal control arrangements. During 2016/17 the Internal Audit team achieved just over 90% of their planned work (best practice is 90%) and this has been used with the relevant output from unplanned work to form their opinion on the adequacy and effectiveness of the Council's governance, risk management and internal control framework.
- 5.5 Internal Audit report on a quarterly basis and also annually to the Audit Committee. The Audit Committee has asked for additional information during the year and requested Directors/Assistant Directors and Service Managers to attend to provide assurance on the management of risks and implementation of recommendations.
- 5.6 In January 2017 the Internal Audit Function were assessed externally by CIPFA against the Public Sector Internal Audit Standards (required once every 5 years) and the assessor wrote in her report:
- "I identified no areas of non-compliance with the standards that would affect the overall scope or operation of the internal audit activity"
- The assessor made recommendations and suggestions which the team are in the process of implementing.
- 5.6 Adult Social Services in respect to systems, financial management and implementation of the cost improvement plan have continued to provide updates during the year to Members including the Audit Committee. To support the revised target operating model there has been commissioned external support, management changes (including a new Assistant Director

from mid-February 2017) and the implementation of further restructures (including the business support function).

- 5.7 The Council has an Anti-Fraud & Corruption Policy, supported by a 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 Speak Up Policy supports this internally. The Benefits Investigations Team transferred to Governance, Procurement & Commissioning in June 2016 and their remit was widened to include Council wide fraud (not just Benefits – Housing and Council tax Support). Internal Audit along with the Investigations Team undertakes proactive fraud work based on a fraud risk register. Other specific anti-fraud and corruption activities are undertaken by Trading Standards. An annual report on these activities is presented to the Audit Committee.
- 5.8 The Audit Committee terms of reference also incorporates 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 the possible implications of Brexit by Arlingclose the Council's Treasury Management advisors.
- 5.9 The Council's performance management framework is monitored by SMT and has procedures in place which drive continuous improvement in performance.
- 5.10 The Council has continued to review its governance framework to gain assurance that its approach to corporate governance is both adequate and effective in practice and that sound systems of internal control are operating. These reviews have included the Constitution and associated policies, procedures, management processes and reporting arrangements.
- 5.11 The Council recognises the importance of Information Governance and formalised its Information Governance framework in 2014/15. It has taken significant steps to improve the security of its IT, paper and handling processes to meet the compliance requirements for Data Handling in Government. 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 2016/17 no enforcement action has been taken by the ICO against the Council in respect to data breaches.
- 5.12 Implementation of the ICT Strategy 2014-17 has continued in 16/17 including infrastructure upgrades, the commencement of the roll-out of Office 365 and further security improvements particularly in response to spam, phishing/ whaling and Ransomware threats.
- 5.13 The Managing Director, Directors, Assistant 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.
- 5.14 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 of the work of Internal Audit. The Internal Audit Annual Report 2016/17 sets out the internal audit opinion and that the External Auditor has reviewed and relied upon the work of Internal Audit (and their contractor) in respect to the key financial systems for the 2016/17 final accounts audit.
- 5.15 The External Auditor's Annual Audit Letter 2015/16 (October 2016) included in its headlines:

- Value for Money conclusion – we issued an unqualified conclusion on the Authority’s arrangements to secure value for money (VFM conclusion) for 2015/16 on 28 September 2016. This means we are satisfied that the Authority had proper arrangements for securing financial resilience and challenging how it secures economy, efficiency and effectiveness. To arrive at our conclusion we looked at the Authority’s arrangements to make informed decision making, sustainable resource deployment and working with partners and third parties.
- Audit opinion - we issued an unqualified opinion on your financial statements on 28 September 2016. This means that we believe the financial statements give a true and fair view of the financial position of the Authority and of its expenditure and income for the year. The financial statements also include for the first time those of the Authority’s Group, which consists of the Authority itself and Nuplace Limited.

The External Auditors received an elector question relating to the 2015/16 financial statements which continues to be investigated. This means that they have not yet been able to issue the External Audit certificate which will confirm that they have concluded the audit for 2015/16 in accordance with the requirements of the Local Audit & Accountability Act 2014 and the Code of Audit practice. The Audit Committee will be updated once this has been resolved.

5.16 Lakewood Court care home was inspected by CQC in March 2016 and the report was published on 27<sup>th</sup> April 2016. The overall rating for the facility was “Good” with the answers to the 5 questions asked as part of the assessment being:

Question	Rating
Is the service safe?	Good
Is the service effective?	Good
Is the service caring?	Good
Is the service responsive?	Good
Is the service well-led?	Good

The full report can be accessed through the link below:

<http://www.cqc.org.uk/location/1-123010802>

5.17 There was an Ofsted single inspection of services for children in need of help and protection, children looked after and care leavers and a review of the effectiveness of the Local Safeguarding Children Board (SIF) which took place between 13 June and 7 July 2016, with the report published on 26 August 2016.

The key judgement was that - children’s services in Telford and Wrekin require improvement to be good. However this result is detailed as shown below:

<b>1. Children who need help and protection</b>	Requires improvement
<b>2. Children looked after and achieving permanence</b>	Requires improvement
2.1 Adoption performance	Good
2.2 Experiences and progress of care leavers	Good
<b>3. Leadership, management and governance</b>	Requires improvement

The Council was pleased that the inspection recognised the improvements that had been made in the quality of services, the outcomes that children are achieving and the important contribution made by having effective political backing and the hands-on support of our Managing Director.

The full report can be accessed through the link below:

<https://reports.ofsted.gov.uk/local-authorities/telford-and-wrekin>

As required by Ofsted the Council has an improvement/action plan which is being monitored internally by senior officers and Members and externally by Ofsted.

5.19 Adult Social Care took part in a Peer Challenge and case audit during May 2016. The review focussed on:

- How well we are progressing with the implementation of our plans, in order to achieve our outcomes, as detailed in our Commitment Statement.
- Consideration of the sustainability of our target operating model given the future opportunities and challenges presented by demographic and funding pressures, legislative change and the 'integration' agenda

The summarised feedback received said "The Peer Team recognised the significant progress the council has made in recent years to focus on accelerating personalisation, and to deliver high quality interventions that are affordable. The level of enthusiasm, commitment and support from front line staff, carers, service users and other stakeholders was clearly evident. The team was also very impressed by the commitment demonstrated by the council leadership team and politicians, evident in the budget setting process."

The outcomes and [action plan developed](#) were presented to SMT and the July 2016 meeting of the Adult & Social Care Scrutiny Committee. [This action plan has since been included within the Early Help and Support Service Plan.](#)

5.20 We have been advised on the implications of the review of the effectiveness of the governance framework by the Cabinet, Standards Committee, Audit Committee, Scrutiny, senior managers, Internal Audit and external review, and in our opinion conclude that the review of the governance arrangements provides a reasonable level of assurance that the governance arrangements continue to be regarded as fit for purpose in accordance with the governance framework. Attached as Annex 1 is an agreed action plan to address any key governance issues and ensure continuous improvement.

5.21 Issues from the previous action plan that have been addressed or mainstreamed have been deleted and those that continue to be addressed are included in Annex 1.

5.22 The Senior Management Team will monitor implementation of these actions and will report back to the Audit Committee in January 2018 and within next year's statement.

Richard Partington  
Managing Director  
**Dated**

Cllr Shaun Davies  
Leader of the Council  
**Dated:**

Cllr Rob Sloan  
Chair of Audit Committee  
**Dated:**

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## AGS ACTION PLAN FOR 2016/17 for IMPLEMENTATION during 2017/18

No	Action	Lead Officer	Comments
1.	Continued strategic management of organisational change in respect to "Being the Change", continued reduced budgets, revised structures and commercial/ business approach which links to the continued development and implementation of revised governance framework.	Managing Director and SMT	<p>"Being the Change: One Year On – Seeing the Change and Being the best we can" - document produced March 2017 and further actions to be taken during 2017/18.</p> <p>As part of the above service and work force planning on target for completion by Spring 2017.</p> <p>Consultation on savings for 2018/19 and 2019/20 proposals will commence during 2017/18.</p>
2.	Preparations for the revised external audit arrangements.	AD Finance & Human Resources/ AD Governance, Procurement & Commissioning	<p>Council has elected into the Sector led body – PSAA – to undertake the procurement on our behalf.</p> <p>A report will be presented to the Audit Committee in September 2017 in respect to the outcome of the procurement process and they will make a recommendation for appointment by full Council by 31/12/17.</p> <p>Planning for revised final accounts deadlines for 2017/18 commenced in 2015/16 so there can be phased changes to practices. Draft accounts by 31st May (instead of 30th June) and audited accounts by 31st July instead of 30th September.</p> <p>Continuing to work towards an updated final accounts timetable for 2016/17 onwards.</p>
3.	<p>Implementation the Workforce Development plan, succession planning and priorities following restructure in Organisational Delivery &amp; Development.</p> <p>Continue to update the management competencies, skills and associated training to meet revised organisational requirements.</p> <p>Review of Human Resources policies and procedures to support the priorities and organisational change.</p>	Managing Director	<p>Learning &amp; Development Manager now in post and leading on this to support the organisation to embed workforce development plans, succession planning/single points of failure (an issue highlighted by several SDM's in their AGS certificates) and training to support management competencies and skills.</p> <p>Human Resources policies have been prioritised and are being revised and renegotiated in line with these priorities.</p>

No	Action	Lead Officer	Comments
4.	Continue to deliver the improved processes and associated governance to deliver savings and service improvements across Early Help & Support (includes adult social services)	AD: Early Help & Support/ AD Governance, Procurement & Commissioning	<p>Adult Social Services are now included with Early Help &amp; Support Services. New structures are now in place with further revisions to the operating model coming into effect in 2017. Associated policies and procedures will also be launched in 2017. Service teams are now based in localities alongside other public and voluntary sector services.</p> <p>Teams have been assigned targets linked to the cost improvement plan. These targets will be used to determine sufficiency plans for placements over a four year period.</p> <p>The Brokerage and Contract teams will focus upon driving out further efficiencies through effective procurement.</p> <p>The Council will continue to develop the usage and governance of the Better Care Fund.</p> <p>A project structure including governance and resources has been agreed by SMT for the implementation of one ICT system for children's and adults services over the next 2 years. Procurement costs have been minimised by joint working with Shropshire Council.</p>
5.	Implement the governance aspects of the improvement plans arising from external Ofsted and Care Quality Commission (CQC) inspection reports and peer reviews/challenges.	Director: Children's & Adult Services and Director – Customer, Neighbourhood & Well-Being Services	<p>The Ofsted action plan from the 2016 review will continues to be implemented and monitored during 2017/18.</p> <p>Internal Audit work in Children's safeguarding will be aligned to support and confirm implementation of these recommendations.</p> <p>Any governance issues arising from other external reviews during 2017/18 will be monitored by senior management.</p>
6.	Ensure that senior management (including SDM's) engage and supports the implementation of the GDPR information governance requirements within their service areas.	SIRO/SMT & SDM's	<p>Information on requirements has been provided to SMT and has been updated. SMT have agreed a GDPR implementation plan which will be discussed at all management teams over the next few months.</p> <p>An intranet page has been developed and Learning &amp; Development are supporting Ollie modules based on guidance produced. May 2018</p>

No	Action	Lead Officer	Comments
7.	Ensure that the website contains relevant current information and is kept up to date.	AD Customer & Neighbourhood Services	This year's certification process has identified that several teams are not keeping their web pages up to date and one reason is a lack of knowledge of how to do this. Appropriate support will be provided to ensure that Teams have the skills to keep them up to date going forward. On-going during 2017/18.
8.	Continue to develop and implement appropriate governance arrangements to support commercial projects.	Managing Director & SMT	Governance processes in place and robust business cases and funding approvals are required for all activities. On-going during 2017/18.

## UPDATED POSITION as at 31/03/17 for AGS ACTION PLAN FOR 2015/16 IMPLEMENTATION during 2016/17

No	Action	Lead Officer	Comments and implementation date when agreed June 2016	Updated position as at 31/12/16 & implementation date (updated where required)	Position as at 31/03/17
1.	Continued strategic management of organisational change in respect to "Being the Change", continued reduced budgets, revised structures, uncertainties around NNDR reform and commercial/ business approach which links to the continued development and implementation of revised governance framework.	Managing Director and SMT	<p>Agreeing revised governance requirements from "Being the Change", updated Code of Good Governance and incorporating any changes into the Constitution, strategies and policies.</p> <p>Service Planning process has been updated and new plans will be operational for 2016/17 and monitoring will take place through challenge at SMT including the impacts of future reductions in budgets and changes to the local government finance system.</p> <p>Updated Constitution effective from Summer 2016.</p> <p><b>On-going 31/03/17</b></p>	<p>Changes made to the Constitution and key strategies, policies and procedures.</p> <p>SMT has challenged and monitored service plans during the year and considered the impacts of proposed savings and changes to local government finance.</p> <p><b>Budget and savings actions on-going to 31/03/17. Service planning for 2017/18 to be completed by Spring 2017</b></p>	<p><b>"Being the Change: One Year On – Seeing the Change and Being the best we can" - document produced March 2017 and further actions to be taken.</b></p> <p><b>Service and work force planning on target for completion by Spring 2017.</b></p> <p><b>Budget complete and savings identified with consultation commencing during 2017/18 for some 2018/19 and 2019/20 proposals.</b></p>

No	Action	Lead Officer	Comments and implementation date when agreed June 2016	Updated position as at 31/12/16 & implementation date (updated where required)	Position as at 31/03/17
2.	Update local Code of Good Governance to reflect the revised CIPFA/SOLACE framework and guidance (issued April 2016)	Managing Director/ Monitoring Officer	Local Code to be updated and then communicated across the Council. <b>31/05/16</b> Update 2016/17 certification process to reflect revised framework. <b>31/01/17</b> Implement March 2017 to support 2016/17 Annual Governance Statement. <b>16/03/17</b>	<b>Complete</b>  <b>In progress and on target for 31/01/17</b>  <b>Implementation March – April 2017</b>	<b>Complete but further revision proposed with 2016/17 AGS.</b>
3.	Preparations for the revised external audit arrangements.	AD Finance & Human Resources	Local Audit and Accountability Act 2014 enacted but is not yet fully in force. Further secondary legislation and guidance to be published. External audit procurement planning commenced early 2016 and will progress during the year as will need to be completed by 31/12/17. <b>Procurement actions on-going throughout the year including reporting to Audit Committee as appropriate.</b> Planning for revised final	<b>Decision made by Full Council on 24<sup>th</sup> November 2016 to elect into the Sector led body – PSAA – following a recommendation from the Audit Committee.</b> <b>Completion of appropriate documentation by 28/02/17 (when requested)</b>  <b>Report to Audit Committee in September 2017 re results of procurement process and recommendation for appointment by full Council by 31/12/17.</b>  <b>On target</b>	<b>Appropriate documentation sent and confirmation that included in the tender process. Have made comments on the terms and conditions.</b>  <b>Still on target.</b>

No	Action	Lead Officer	Comments and implementation date when agreed June 2016	Updated position as at 31/12/16 & implementation date (updated where required)	Position as at 31/03/17
			<p>accounts deadlines for 2017/18 to commence in 2015/16 so there can be phased changes to practices. Draft accounts by 31<sup>st</sup> May (instead of 30<sup>th</sup> June) and audited accounts by 31<sup>st</sup> July instead of 30<sup>th</sup> September.</p> <p><b>Working towards updated final accounts timetable for 2016/17 onwards.</b></p>		<p><b>Updated timetable for 2016/17 being worked on and will be implemented for 2017/18 audit.</b></p>
4.	<p>Complete the review and implementation of Workforce Development priorities and delivery. Continue to review and update the management competencies and skills required in the revised organisation.</p> <p>Review of Human Resources policies and procedures to support the</p>	Managing Director	<p>The key leadership, management and workforce requirements have been identified and the Council's development programme now reflects these. The programme is revised on a rolling basis. Human Resources policies have been prioritised and are being revised and renegotiated in line with these priorities.</p> <p><b>On-going as agreed with SMT (31/03/17).</b></p>	<p><b>Several have been updated and reintroduced, others are in the process of being updated and reviewed.</b></p> <p><b>On-going as agreed with SMT (31/03/17).</b></p>	<p><b>Workforce development plans to be completed by 30/04/17, support is being provided by ODD.</b></p> <p><b>On-going as agreed with SMT and some are beyond 31/03/17.</b></p>

No	Action	Lead Officer	Comments and implementation date when agreed June 2016	Updated position as at 31/12/16 & implementation date (updated where required)	Position as at 31/03/17
	priorities and organisational change.				
5.	Deliver the improved processes and associated governance to deliver savings and service improvements across Early Help & Support (includes adult social services)	AD: Early Help & Support/ AD Governance, Procurement & Commissioning	<p>New target operating model effective from November 2015 and links to Cost Improvement Plan. Monitoring of the latter continuing with Senior Management and Members.</p> <p>Further governance in respect to the Better Care Fund will be implemented during 2016/17.</p> <p><b>On-going 31/03/17 and beyond</b></p>	<p><b>Adult Social Services are now included with Early Help &amp; Support Services. New structures will be in place by the end of 2016. A further revision is being made to the operating model which will come into effect in 2017. Associated policies and procedures will also be launched in 2017. Service teams will be based in localities alongside other public and voluntary sector services.</b></p> <p><b>Teams will be assigned targets linked to our cost improvement plan. The new operating model has been designed to support delivery of these targets.</b></p> <p><b>Targets will be used to determine our sufficiency plans for placements over a four year period.</b></p> <p><b>Our brokerage and contract teams will focus upon driving out further efficiencies</b></p>	<p><b>Changes are still in the process of being implemented and integrated children's and adults system now procured with implementation during 2018/19.</b></p> <p><b>Still in progress but efficiencies are being achieved.</b></p>

No	Action	Lead Officer	Comments and implementation date when agreed June 2016	Updated position as at 31/12/16 & implementation date (updated where required)	Position as at 31/03/17
				<p>through effective procurement.</p> <p>The Council awaits further guidance regards the Better Care Fund. This is a pooled budget to support the health and well-being of residents of the Borough which is managed by finance in liaison with Health colleagues with strategic governance and oversight being provided by the Sustainability &amp; Transformation Planning process and associated governance structures.</p>	<p>Further work required during 2017/18.</p>
6.	<p>Implement the governance aspects of the improvement plans arising from external Ofsted and Care Quality Commission (CQC) inspection reports and peer reviews/challenges.</p>	<p>Director: Children's &amp; Adult Services and Director – Customer, Neighbourhood &amp; Well-Being Services</p>	<p>This action plan is particularly focussed on any recommendations from external reviews that improve the governance arrangements in these areas.</p> <p><b>Various dates throughout 2016/17</b></p>	<p><b>An Ofsted Action Plan will be submitted for approval shortly. Implementation of the action plan will be overseen by service area management teams, the LSCB and C&amp;YP Scrutiny.</b></p> <p>The Adult Services Peer Review has informed work in redesigning services. Further work will be done on other aspects of the peer review once the permanent Assistant Director has started (February 2017)</p>	<p><b>Ofsted action plan continues to be implemented and monitored during 2017/18. Internal Audit work in Children's safeguarding will be aligned to support and confirm implementation.</b></p> <p>Action plan from Adult Services peer Review has been included in the Early Help &amp; Support Service Plan</p>

No	Action	Lead Officer	Comments and implementation date when agreed June 2016	Updated position as at 31/12/16 & implementation date (updated where required)	Position as at 31/03/17
				Lakewood Court was inspected by CQC in March 2016 and received a GOOD rating.	
7.	Continue to develop and implement appropriate governance arrangements to support commercial projects.	Managing Director & SMT	Continued support and review of the separate company arrangements and associated governance issues.  Ensure continued proper governance arrangements for commercial projects including robust business cases and funding approval. <b>On-going during 2016/17</b>	<b>Governance processes in place and on-going during 2016/17.</b>	<b>Governance processes in place and will continue in 2017/18 with business cases for all activities.</b>

## Delivering Good Governance in Telford &amp; Wrekin Council

## Local Code 2017

**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 Employees<sup>1</sup> 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 values<sup>2</sup>), 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.

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<sup>1</sup> Employees include partners, joint arrangements and volunteers.

<sup>2</sup> Fairness & Respect: Ownership: Openness & Honesty; Involvement

## The Governance Framework that supports this Code

The key elements of the systems and processes that comprise the authority's governance framework (which is underpinned by the Council's values) includes:

- Community Strategy - Shaping Our Future – Telford & Wrekin's Journey to 2020 - approved by Council on 2 May 2013;
- 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;
- The Constitution (which includes the scheme of delegations, financial regulations and contract standing orders), Forward Plan and decision making processes;
- Co-operative Council principles and clear vision and values for the Council and the Community. "Being the Change: One Year On – Seeing the Change and Being the best we can" – identifies where changes have been made and outlines further changes for 2017/18;
- Clear governance arrangements to manage the Council's change programmes and restructuring occurring across the Council and key capital projects;
- Designated statutory officers – Head of Paid Service (Managing Director), Chief Financial Officer, Monitoring Officer, Director of Children's Services & Director of Adult Social Services (Director of Children's & Adults Services), Director of Public Health and Scrutiny Officer;
- 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 Performance management framework and data quality systems. These provide reports to SMT<sup>3</sup>, Cabinet and Scrutiny;
- 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 democratic decision making and accountability processes contained within the Constitution;
- The Adults and Children's Safeguarding Boards and their associated accountability with an independent Chair;
- SMT meets weekly with regular management meetings with Service Delivery Managers and Group Managers/Team Leaders;
- Policy Review – appropriate SMT members and Cabinet meet regularly to discuss emerging key strategic issues which could affect the Council in the future and formulate medium-term planning including the supporting financial planning strategy/options.
- The Standards Committee, Audit Committee, scrutiny function and other regulatory committees;
- The development of internal controls and checks within new systems and when existing systems are reviewed;
- The Council's Human Resources function and workforce /organisational development procedures<sup>4</sup> 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;
- Member and Officer<sup>5</sup> Codes of Conduct and the Officer/member protocol underpin the standards of behaviour expected by members and officers;
- A Member development programme to ensure members are properly equipped and have the capacity to fulfil their roles;
- 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 priorities;

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<sup>3</sup> Senior Management Team – Managing Director, Directors and Assistant Directors.

<sup>4</sup> Further development work has continued on these during 2016/17 to reflect Organisational Development, the Council's priority of Business Supporting, Business Winning Council and increased Commercial activities.

<sup>5</sup> The Employee Code of Conduct which was re-issued in April 2013.

- The Leader and deputy Leader of the Cabinet are the lead members responsible for Corporate Governance including Risk Management. The key officer for Corporate Governance including risk management is the Managing Director. The service and financial planning process incorporates risk management and strategic risks are reviewed by SMT and agreed by the Cabinet;
- 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);
- 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 Council's Treasury Management Strategy and arrangements conform to CIPFA and External Audit guidance and is monitored by the Audit Committee;
- 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 Audit, IG, Insurance & Investigations SDM operates to meet the requirements of the CIPFA Statement on the Role of the Chief Internal Auditor in Public Sector (2010);
- Anti-fraud and Corruption, Speak Up and Prosecution policies support the council's governance processes and anti-fraud and corruption culture;
- The Council has processes and documents to support governance and reporting arrangements for partnerships;
- Robust project governance including appropriate documentation and financial controls;
- 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).