



Telford & Wrekin  
COUNCIL

Addenbrooke House Ironmasters Way Telford TF3 4NT

## CABINET

Date **Thursday, 19 April 2018** Time **5.00pm**  
Venue **Meeting Rooms G3/4, Addenbrooke House, Ironmasters Way, Telford, TF3 4NT**

### Enquiries Regarding this Agenda:

Democratic Services	Deborah Moseley / Jess Tangye	01952 383215 / 382061
Media Enquiries	Corporate Communications Manager	01952 382403
Lead Officer	Richard Partington, Managing Director	01952 380102

### Cabinet Members:

Councillor S Davies	Leader of the Council and Cabinet Member for Neighbourhood Services & Pride Programme
Councillor R A Overton	Deputy Leader and Cabinet Member for Cabinet Member for Housing & Enforcement
Councillor L D Carter	Cabinet Member for Council Finance, Commercial Services & Economic Development
Councillor A R H England	Cabinet Member for Communities, Health & Wellbeing
Councillor R C Evans	Cabinet Member for Customer Services, Tourism & Partnerships
Councillor A D McClements	Cabinet Member for Transport, Infrastructure & Broadband
Councillor J C Minor	Cabinet Member for Leisure, Green Spaces & Parks
Councillor S A W Reynolds	Cabinet Member for Education & Skills
Councillor P R Watling	Cabinet Member for Children & Adults Early Help & Support

### Invitees

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

## AGENDA

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## CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 19 April 2018 at 5.00pm at The Park Inn, Forgegate, Telford

PUBLISHED ON WEDNESDAY, 25 APRIL 2018

(DEADLINE FOR CALL-IN: MONDAY, 30 APRIL 2018)

**Present:** Councillors S Davies (Leader and Chair), L D Carter, A R H England, R C Evans, J C Minor, A D McClements, R A Overton, S A W Reynolds, and P R Watling.

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

**CB-168**      **Apologies for Absence**

None

**CB-169**      **Declarations of Interest**

None.

**CB-170**      **Minutes**

**RESOLVED** – that the minutes of the meetings held on 15 and 29 March 2018 be confirmed and signed by the Chair.

**CB-171**      **Tackling Child Sexual Exploitation (CSE) Together**

**Key Decision** identified as **CSE Update** in the Notice of Key Decisions published on 9 April 2018.

Councillor L D Carter, Cabinet Member for Finance, Commercial Services and Economic Development presented the report of the Monitoring Officer which sought to update Cabinet on progress against recommendations since the last Cabinet meeting on 29 March 2018 and, in the context of the decision of full Council on 10 April 2018, to consider the implications of that decision, including agreeing the principles for the commissioning of an independent inquiry.

It was noted that whilst Councillor L D Carter had been appointed by the Leader as Cabinet Member with Special Responsibility for the Independent Council Inquiry, this was purely a liaison role and it would be an Advisory Group of Members, as set out in the report, which would lead the detail to progress the Inquiry.

The report set out the context to the Independent Council-Commissioned Inquiry and provided clarification on the Council Policy position which had initially been set by a Motion to Council on 22 September 2016 and more latterly by a Motion on 10 April 2018.

In order to take this decision forward, it was proposed that an independent group of members were brought together as an Advisory Group to consider the most appropriate independent body to approach which could, on the Council's behalf, develop terms of reference for an independent inquiry, recommend arrangements for the inquiry process and recommend and commission a suitably qualified and experienced individual who could act as the Chair of any such independent inquiry. A copy of the principles outlining the proposed process were detailed in Appendix 2 to the report.

It was further proposed, for the sake of transparency and openness, that rather than applying political balance, this Group's membership should consist of two representatives from each political group. Nominations had been sought from Group Leaders with the intention that the first meeting of the Group be organised and held before the end of May (subject to Members' availability). Initial training would be provided to the Members of the Group at their first meeting and meetings would be held in public.

The report also set out an update on actions which had taken place against recommendations made at the Cabinet meeting on 29 March 2018 and provided an update on the National Independent Expert Inquiry (IICSA) and the work that The Truth Project had commenced in Telford.

Councillor A J Eade, Conservative Group Leader, commented on the report and the terms of the reference of the Member Advisory Group and expressed a view on its composition and remit.

The Monitoring Officer provided clarification on the widely drawn terms which allowed a Commissioning Body to design the parameters for the Independent Inquiry and made provision for the proposed terms of reference for the Inquiry to be consulted upon.

Councillor W L Tomlinson, Liberal Democrat/Independent Group Leader, welcomed the report and emphasised his view that the Inquiry should reflect the views of victims, survivors and their families. He also expressed thanks to staff for their dedicated work.

### **RESOLVED-**

- (a) that Cllr L D Carter becoming the Cabinet Member with special responsibility for the Independent Council Inquiry be noted;**
- (b) that the progress against the recommendations agreed on the 29 March 2018 report "Tackling Child Sexual Exploitation Together" be noted;**
- (c) that the proposed process as detailed in Appendix 2 to the report outlining the most transparent way of commissioning an independent inquiry, be agreed in principle;**
- (d) that authority be delegated to the Monitoring Officer to use the principles set out in paragraph (c) above to finalise a detailed process; and**

- (e) to **RECOMMEND** to **COUNCIL** that provision be made for £350,000 from the 2017/18 projected underspend as a provisional estimate to meet the costs of the independent inquiry and that authority be delegated to the Monitoring Officer to use this budget as per the report.

**CB-172      Update on Future Fit Hospital Reconfiguration**

**Key Decision** identified as **Future Fit Update** in the Notice of Key Decisions published on 9 April 2018.

Councillor A R H England Cabinet Member for Communities, Health and Wellbeing presented the report of the Assistant Director: Health & Wellbeing. The report noted that in August 2017 the Joint Committee of Shropshire and Telford & Wrekin CCGs had recommended that a public consultation was launched with regard to hospital reconfiguration. At the end of March 2018, the Department of Health had announced £300m new capital funding to transform hospital services in Shropshire, Telford & Wrekin and mid Wales. This announcement meant that a 12-week public consultation would shortly commence, probably in May 2018. The consultation would include two options:-

- Option 1: The Royal Shrewsbury Hospital (RSH) became an Emergency Care site with Women & Childrens in-patient services and the Princess Royal Hospital (PRH) became a Planned Care site;
- Option 2: The PRH became an Emergency Care site retaining Women & Childrens in-patient services and the RSH became a Planned Care site.

Under either option, both hospitals would have an Urgent Care Centre that was open 24 hours a day, seven days a week.

The CCGs had recommended that their preferred option was Option 1. However, at the Council meeting on 21 September 2017 the Council had confirmed that its preferred option was Option 2 – ie that both the Emergency Centre and existing Women & Children’s Centre be located at the PRH.

This Council believed that it made the most sense for Option 2 to be the preferred option since the PRH was the key hospital for Eastern Shropshire which had the largest and fastest growing population and the highest health needs for Women and Childrens in-patient services. Additionally, Option 2 made the most financial sense and was the most attractive site to recruit new clinical staff being close to the conurbation and Birmingham.

**RESOLVED that –**

- (a) **the imminent launch of a 12 week public consultation by the CCGs with regard to hospital reconfiguration be noted and the Council’s response be discussed; and**
- (b) **authority be delegated to the Managing Director, in consultation with relevant cabinet members, to write to seek urgent clarification from the Secretary of State for Health and Social Care that this public consultation will be open and fair and that the 300 million capital funding offered by**

**the Department of Health is genuinely agreed to support either Option 1 or Option 2 and the offer is subject to public consultation.**

**CB-173      Procurement Update**

**Key Decision** identified as **Procurement Update** in the Notice of Key Decisions published on 22 March 2018.

Councillor L D Carter, Cabinet Member: Finance, Commercial Services & Economic Development, presented the report of the Assistant Director: Governance, Procurement & Commissioning which provided an update on the Council's Procurement Intentions Document and the latest information regarding effective procurement and contract management.

It was noted that council wide procurement continued to drive savings through robust competitive tendering and real time negotiation when brokering services.

As the Council continued to re-think and re-imagine the way services were procured and worked with neighbourhoods to support their communities, consideration of the various options available was required. Although the default position was generally to carry out a tender and let a contract for services, another way to support community services was via a grant agreement. The Council currently issued a variety of grants to support neighbourhoods on their journey to self-sufficiency with less reliance on public funds. The ways in which this was achieved and the Grant opportunities currently available was set out in the report.

The regular Procurement Intentions Document was set out at Appendix 1 to the report. The document presented up and coming procurements for the next few months.

**RESOLVED that –**

- (a) the procurement updates in the report be noted; and**
- (b) the Procurement Intentions Document (set out at Appendix 1 to the report) be noted and where indicated, delegated authority to the appropriate officers (as per the Contract Procedure Rules) to progress new procurements through the tender process to contract award be approved.**

**CB-174      The Annual Governance Statement 2017/18 and Updated Local Code of Good Governance**

**Non-Key Decision**

Councillor R C Evans, Cabinet Member for Customer Services, Tourism & Partnerships, presented the joint report of the Chief Financial Officer and the Monitoring Officer, attached to which was the draft Annual Governance Statement for 2016/17.

Under the Accounts & Audit Regulations 2011, the Council was required to produce an Annual Governance Statement, and it was best practice that it was signed by the Leader and Managing Director of the Council. The Statement included an action plan to ensure that the Council continued to improve its existing governance arrangements. The action plan attached to the 2016/17 statement (implemented during 2017/18) had been reviewed and updated and was appended to the report.

The Annual Governance Statement and Local Code of Good Governance outlined that the Council was continually reviewing and improving its procedures to maintain and demonstrate good corporate governance, and that it had in place robust systems of internal control. The Council could be assured that during 2017/18, including during organisational and personnel changes, the existing governance arrangements had continued to support proper governance. Assurance for the Annual Governance Statement was provided by all areas of the Council including senior management, Members, the Chief Financial Officer, the Monitoring Officer and internal audit.

The Council’s current Code of Good Governance, had been approved in June 2017 to reflect the CIPFA/SOLACE updated framework including revised principles and guidance. There had been minor changes during 2017/18 which were reflected in the document appended to the report at Appendix C and presented for approval. The Code continued to reflect the Council’s culture and values, including the “Being the Change” document.

**RESOLVED that –**

- (a) the Annual Governance Statement 2017/18, appended to the report as Appendix A, be agreed and the information in the report be noted; and**
- (b) that the revised Local Code of Good Governance appended to the report at Appendix C be approved.**

The meeting ended at 5.54pm

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

Jonathan Eatough  
Assistant Director: Governance, Procurement & Commissioning  
Date: 25 April 2018

Signed: .....

Date: .....

## CABINET

### Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 15 March 2018 at 5.00pm at Addenbrooke House, Ironmasters Way, Telford

**PUBLISHED ON WEDNESDAY, 21 MARCH 2018**

**(DEADLINE FOR CALL-IN: MONDAY, 26 MARCH 2018)**

**Present:** Councillors S Davies (Leader and Chair), L D Carter, A R H England, R C Evans, J C Minor, A D McClements, R A Overton, S A W Reynolds and P R Watling.

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

**CB-158      Apologies for Absence**

None.

**CB-159      Declarations of Interest**

None.

**CB- 160**      The Cabinet Member for Children's and Adult's Early Help & Support gave a statement to reassure the public that tackling Child Sexual Exploitation (CSE) in Telford continued to be a top priority for Telford & Wrekin Council. The statement is attached at Appendix A. An independent expert inquiry into CSE in Telford was debated by Cabinet Members, the Conservative Group Leader and Leader of the Liberal Democrat/ Independent Group.

**CB-161      Minutes**

**RESOLVED** – that the minutes of the meeting held on 15 February 2018 be confirmed and signed by the Chair.

**CB-162      Well Managed Highways Infrastructure Code of Practice & Highway Safety Inspection Policy**

**Key Decision** identified as **Risk Based Approach to Highways Maintenance** in the Notice of Key Decisions published on 15 February 2018.

Councillor A D McClements, Cabinet Member for Transport, Infrastructure and Broadband presented the report of the Assistant Director; Customer and Neighbourhood Services, which outlined the outcome of the recent approach to managing the Highway and responding to defects. It was reported that a continual reduction had been seen year on year with the number of potholes reported and completed; figures showed in 2012/13 there was 7,012 potholes inspected and

completed and by 2017 this had reduced to 3,397, a reduction of 48%. The condition of the roads in the Borough was better than both the regional and national averages and in 2017 the Council was second out of 104 other Local Highway Authorities for overall public satisfaction with highways and transport (*National Highways and Transport Survey*).

Members noted the importance that the highway network played in supporting communities and businesses in the Borough. The Council was continuing to invest significant funding over and above current government funding into maintaining roads, footpaths and other assets through the Pride in Our Community initiative. This had included £2m each year additional funding for roads, £1m a year investment into footways, £1m into urgent structures and £750,000 into improving residential parking. The Council was committed to a major investment of £20m in 2019/20 and 2020/21 into improving the condition of all assets in particular roads and this would allow a more proactive approach to maintaining assets than responding reactively.

The Council currently received £1.5m per annum (£1.49 per metre of road) in government funding to spend on the Highway, however, one pot hole was on average £120 to repair and so the Council's additional investment was critical to maintain the highways to an acceptable standard. In addition to the Council's investment work was also being done towards a new highways contract with a significant focus on innovation, efficiency and customer satisfaction.

In order to maintain a safe highway network, local authorities must adhere to national guidance setting out policies with regards to Inspections including frequency and response times. In October 2016 a new National code of practice, 'Well Managed Highway Infrastructure' (WMHI) was introduced. This revised code of practice aimed to address issues with the previous approach which made it difficult for authorities to significantly change how they completed highway inspections and therefore not achieve potential efficiencies and improvements in the delivery of the service.

The Council's current maintenance policies and practices were developed based on the previous codes which were prescriptive in nature. The Well Managed Highways Inspection (WMHI) policy enabled authorities to apply flexibility in defining investigatory levels together with a risk assessment process to define the response time for repairing the defect, based on size, location and other local factors. The new code of practice encouraged the principle of developing local levels of service and taking a risk management approach to maintaining local highways, which meant the response to managing highway defects or issues could be based on a range of factors relevant to the local area. The Council's revised policy and approach was at Appendix A and the report outlined what it would mean by moving to the new approach.

It was noted that the change in policy and approach was cost neutral and allowed the Council to maintain its levels of service within a defined budget and to allocate resources more appropriately. This revised approach should also lead to increased customer satisfaction.

It was recognised that this change from reliance on specific guidance to the implementation of a risk based approach would require time and authorities had until October 2018 to implement WMHI across all assets. Given the benefits that the new

code could provide to authorities in managing the highway network the Council was keen to bring the new Inspection Policy in as soon as possible.

**RESOLVED that –**

- (a) the risk based local highway safety inspection policy appended to the report, be approved**
  
- (b) delegated authority be given to the Assistant Director: Customer & Neighbourhood Services in consultation with the Cabinet Member for Transport, Infrastructure & Broadband to approve revisions to the Councils highway safety inspection policy and regime where required.**

**CB-163      Corporate Parenting Strategy 2018-2020**

**Non- Key Decision**

Councillor P R Watling; Cabinet Member for Children & Adults Early Help and Support introduced the Corporate Parenting Strategy of the Assistant Director: Education & Corporate Parenting.

It was highlighted that Telford & Wrekin Council wanted all children and young people to achieve their ambitions and reach their full potential. The purpose of the Corporate Parenting Strategy was to reaffirm the Council's commitment and reinforce the corporate responsibilities of the whole council, jointly with partners, to ensure that children in care and care leavers in the Borough had every opportunity to achieve success.

Members noted that the Corporate Parenting Strategic Group which brought together elected members, officers from the Council, and colleagues from partner agencies oversaw the services provided to children in care and care leavers within the Borough. The Group was responsible for scrutinising all services available for children in care and care leavers (from universal through to safeguarding) and had developed a strategy to define the overarching priorities for the next three years. Whilst the Group challenged the safety of children in care and care leavers, this was also done in the wider context of safeguarding children and young people in the Borough through the Telford & Wrekin Safeguarding Children Board (TWSCB).

The strategy identified four overarching priorities outlined in the report which had been decided through analysis of intelligence and consultation with partners. The Corporate Parenting Strategy defined how the Board and its partners would address the four priority areas over the next three years and how this would impact on children in care and care leavers. Progress against the priorities would be monitored and challenged through the Partnership's action plan and associated performance framework. A copy of the draft Corporate Parenting Strategy was appended to the report.

Members noted one of the cross-cutting aims of the Corporate Parenting Strategic Group was to raise the profile of corporate parenting within the whole council. The lead officers had begun to develop an engagement programme for members and

officers, who were not directly working with children in care and care leavers, to raise awareness of this statutory expectation and their roles and responsibilities.

The Corporate Parenting Strategic Group was accountable to the Children and Families Partnership who received regular updates on the implementation of the strategy. The Group was also held to account through the Council’s Cabinet and, specifically in relation to safeguarding, through the TWSCB

**RESOLVED that the Corporate Parenting Strategy 2018-2020 be approved.**

**CB-164      Duke of York – Inspiring Digital Enterprise Award**

**Non- Key Decision**

Councillor S A W Reynolds; Cabinet Member for Education & Skills presented the report of the Assistant Director: Education & Corporate Parenting which outlined the new exciting award and how Telford and Wrekin Council would be promoting and using it. The Duke of York Inspiring Digital Enterprise Award, known as iDEA, aimed to equip people across the UK with digital and enterprise skills through a free online training portal.

The award was based on rewarding participants with badges for the effort they put in to acquiring skills. Each badge was worth points that could be built up to achieve a Bronze, Silver or Gold Award. Work was being done across the Council in Libraries, Customer Services, Job Box, Cooperative Council Team and Education and Corporate Parenting. The Council was also creating its own badges.

Members noted that the award would impact on the Council’s priorities to ‘Put our children and young people first’ by providing the tools and easy access through a range of devices to inspire them to achieve a digital award and gain key skills for supporting them in their education; and to ‘Improve local people’s prospects through education and skills training by promoting access to online training in all the Borough’s community centres and library facilities and by encouraging groups through Age UK and Job Box to obtain digital skills and enhance their digital awareness.

**RESOLVED that support for the delivery of this programme to students and residents of Telford be approved.**

The meeting ended at 5.38pm

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

Jonathan Eatough  
Assistant Director: Governance, Procurement & Commissioning  
Date: 21 March 2018

Signed: .....

Date: .....

## **Appendix A: Statement of the Cabinet Member for Children's and Adult's Early Help & Support.**

### **CSE in Telford – tackling this evil crime together**

I wish to make a statement on the recent national media coverage about Child Sexual Exploitation in Telford.

I want to reassure the public that tackling CSE remains ours, the police's and other partners' top priority and as always our thoughts are with those children and families affected by this crime.

Media coverage this week has highlighted some truly shocking cases of this vile and evil crime from a number of years ago. Some of the incidents referred pre-date this Council formation. As a Telford resident, as a father and grandfather, I am truly sickened by this crime.

Let me say it very clearly - some very terrible things happened to a number of children & young people in Telford & Wrekin 10, 20, 30 years ago. Yes our services missed signs 10-20 years ago and we regret this. But so did everyone else's because awareness of CSE was very different at that time.

Some media have tried to paint a picture of cover up. Nothing could be further from the truth. But you'd expect me to say that, so let me quote directly from a Home Office statement given to the BBC only yesterday.

“Inspections undertaken by HM Inspectorate of Constabulary and Ofsted have highlighted that whilst there have been clear problems in the past, and criticisms of police (and other services), there is acknowledgement that services have responded to the original failings, and improvements can be seen. Telford & Wrekin Council's own scrutiny committee undertook a robust review of its response, which does not suggest it is a Council in denial.”

I wish I could say that today there are no cases of CSE in our borough. The truth is that this vile and evil crime is happening here as it is in every major town and city in the UK. No Council anywhere in the country can hand on heart say it is not happening. Let me be equally clear that just one CSE case here is one too many.

Amid all the national media coverage it's very easy to forget the work we, the police and other partners have been doing to tackle CSE

Something different did happen here. Teams in the Council, police and other agencies started to see bad things happening and organised exploitation of children, many of whom did not realise or see themselves as actual victims.

We set up a task force to identify the issue, start to tackle it and bring perpetrators to justice: This was Operation Chalice which began its work in 2008. Over the last 10 years we have built ever closer links. That work continues and legal action and prosecutions continue today.

The national media coverage does not mention:

Telford was one of the first places in the UK to launch prosecutions for organised CSE.

Telford was the second place in the country to secure convictions for organised CSE.

Telford continues to have a dedicated team of police, council and other partners working to identify and support victims of CSE. The Council and police increased resources for its CATE team in 2016/17.

Partners in Telford have always been open about our work on CSE. That's why we commissioned an independent review of our approach to CSE so we could learn lessons and further improve. This review was published in 2013. We also asked scrutiny to review this.

We have always wanted an expert independent inquiry into the issue here and hoped this would be the national inquiry led by Baroness Jay. We have now asked the Government to commission an independent inquiry. An independent inquiry commissioned and scoped by the Council risks not being seen as impartial. Such an inquiry must be truly independent – if the Council appoints someone to investigate and agrees terms of reference, it can be accused of acting as “judge and jury”.

A Council commissioned inquiry would have no legal basis to compel individuals and agencies such as police, CCG, PCT, Hospitals Trust and Shropshire Council, which preceded this Council, to co-operate or give evidence. Considering the historic nature of the cases highlighted in Telford, many individuals as well as other agencies would be likely to be called to give evidence. The cases highlighted by media have involved many agencies.

Due to the limited scope of a council-commissioned inquiry, such an inquiry's findings could be incomplete. The victims of this vile crime and the public rightly expect a “full inquiry”, which only an independent expert public inquiry commissioned by Government can do.

The Council has already commissioned an independent review which reported in 2013, while Telford was the one of first areas in the country to make prosecutions against organised CSE.

In 2016, a team of seven OFSTED inspectors looked at our safeguarding services in great detail for 4 weeks. A month, no hiding places. They concluded our work on CSE was “strong” and said: “The local authority has been a champion for tackling this issue”.

Since 2008, Telford & Wrekin Council with West Mercia Police has been at the forefront of identifying and tackling the evil crime that is CSE. We care, we act and always will.

It is really important that the public have trust in this inquiry so it would not be appropriate for the Council to commission this.

For those calling for a ‘Rotherham style inquiry’, it must be noted that this Council appointed report came after the Government's own Casey inquiry.

The Home Office has stated that 'they are satisfied that Telford & Wrekin Council is not a Council in denial on the issue'.

Everyone in our borough has a role to play in tackling CSE. If you suspect a child is a victim of sexual offences or is being sexually abusing you must report this, even if it is just a suspicion. We will act on every report we receive and we continue to support survivors of CSE.

## CABINET

Decision Notices and Minutes of a meeting of the Cabinet held on Thursday, 29 March 2018 at 5.00pm at The Park Inn, Forgegate, Telford

PUBLISHED ON FRIDAY, 6 APRIL 2018

(DEADLINE FOR CALL-IN: WEDNESDAY, 11 APRIL 2018)

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

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

**CB-165      Apologies for Absence**

Councillor R C Evans.

**CB-166      Declarations of Interest**

None.

**CB-167      Tackling Child Sexual Exploitation (CSE) Together**

**Key Decision** identified as **Tackling Child Sexual Exploitation Together** in the Notice of Key Decisions published on 22 March 2018.

The Director of Children's and Adults' Services was invited to present his report which provided Cabinet with an update on the multi- agency work which had happened over the last 12 years in Telford & Wrekin to protect children and young people from sexual exploitation. He welcomed the impending arrival of the Truth Project and encouraged anyone with experience of child sexual exploitation, either as a victim, survivor or as parent/ guardian or friend to speak to the Truth Project about their experience. He also reminded any victims or survivors that they could contact Family Connect for support.

The report set out a number of statistics around child sex offences and explained the context in which this data was provided, particularly around the data including all child sex offences, not just CSE, and the increased reporting in recent years which mirrored partners' awareness raising activity. Context around the Family Connect referral process and the work of the CATE Team (Children Abused Through Exploitation) to prevent CSE and not just to work with victims was also provided.

The report went on to explain the current position in respect of Inquiries, both actual and suggested. The Independent Inquiry into Child Sexual Abuse, established by the Government and chaired by Alexis Jay OBE, included an Inquiry into institutional responses to the sexual exploitation of children by organised networks and it had been confirmed that the Truth Project, one element of the Inquiry structure, would be coming to Telford as part of its on-going inquiry. This provided a local opportunity for

victims and survivors to come forward and explain, in a supported way, what happened to them and would give the Inquiry a clear and first hand picture of what has happened in Telford in the past. The programme would be widely publicised by the Inquiry. The Council and its partner agencies would be working to support this Inquiry and it was recommended that a dedicated liaison officer, funded through the Council's capacity fund, be appointed to liaise with the Inquiry team in the planning of the local arrangements to ensure that the Project's time in Telford was as effective as it could be.

Whilst the Council welcomed the impending arrival of the Truth Project, consideration had to be given to the impact of this on calls for a local inquiry. The Council had already commissioned two Reviews into CSE, an independent review and a scrutiny review, both of which focussed on the post-2006 position. The Truth Project would allow the historical (pre-2006) and any more recent perspectives to be addressed.

The report also set out the differences between a statutory and a local inquiry in terms of duplication, budget, public confidence, independence and the ability to investigate historically. The report noted that the decision about whether or not to include Telford as a specific site in the IICSA Inquiry was being made by that Inquiry. If the conclusion was that Telford should be included in the IICSA inquiry then that would indicate that there was further learning to do in Telford and the involvement of the IICSA inquiry would be welcomed by the Council for that reason. However, if IICSA determined that there was no need for Telford to be included in the wider inquiry, this would be an important consideration for Members considering the commissioning of a local inquiry.

The report went on to detail the current arrangements to prevent the sexual exploitation of children including how children at risk of CSE were identified and worked with, the action taken to safeguard them and promote their welfare and take action on perpetrators. The report explained the specialist pathway of the CATE Team, their successes and the annual funding increase of £180,000 by the Council. The Police were also leading on the "Tell Someone" campaign. Supported by all Partners, the campaign was designed to raise awareness of child sexual exploitation across 4 localities in the West Mercia region including Telford & Wrekin.

The report also set out the historical context of work to prevent and protect children and young people from sexual exploitation, which included the work of the Council's Area Child Protection Committees and partners and the Local Safeguarding Children Board to address sexual abuse and raise awareness of the sexual abuse of children, the introduction of the CATE Project in 2006 and commencement of Operation Chalice in 2009 which had led to the successful conviction for various child sex offences of seven men who had been sentenced to a total of 49 years imprisonment. There had also been three (in 2010, 2011 and 2012) unannounced inspections of Children's Services by OFSTED where partnership arrangements were identified as being an effective way of supporting children and young people who were at risk of exploitation and vulnerable to exploitation. A lot of work continued to provide training on, raise awareness of, and deal with individual cases of child sexual exploitation. A number of reports had been commissioned which had informed local learning, including Newstart's review of Child Abuse through Exploitation Learning between 2008 – 2013 (commissioned by the Local Safeguarding Children's Board and published in 2013), the Local Safeguarding Children's Board report – Child Sexual

Exploitation Learning Overview Report (published 2014), the Independent Inquiry into Sexual Exploitation in Rotherham (2014) which had been reviewed by the Local Safeguarding Children Board with the 15 recommendations contained within the report being used to inform the multi-agency action plan for 2014/15, and the Council's Children and Young People Scrutiny Committee's report (2016) and subsequent updates on the implementation of recommendations. There had also been a Motion to Council on 22 September 2016 which sought a comprehensive plan to demonstrate a clear commitment to the improvement of Children's Services, which had been provided by way of a report to the Council on 24 November 2016. In January 2018 the Council had approved its Community Safety Strategy "Safer Telford & Wrekin Strategy 2017 - 19" which identified "Tackling Child Sexual Exploitation (CSE) and its impact on victims" as one of three priorities. There had also been a number of press reports and calls from the MP for Telford for the commissioning of a local inquiry. A Motion from local opposition members seeking the commissioning of a non-statutory local inquiry would be considered on 10 April 2018.

In considering the report, Members welcomed the imminent arrival of the Truth Project to the Borough and noted the considerable work that had happened, and was continuing to happen, to tackle this vile crime. Members noted efforts to raise awareness and increase safeguarding in schools through Team Safeguarding Voice (TSV), Crucial Crew, the provision of CSE training to staff and practitioners and training for designated safeguarding leads, support and advice for schools, the delivery of assemblies by NSPCC, Tell Someone campaign and the Working for Marcus project by Loudmouth. The additional financial resource which had been provided for the ongoing support of victims was also noted. Members were of the opinion that, due to limitations on compelling external agencies to take part and that historical cases of CSE pre-dated the creation of the Council, a Council-led Inquiry would not give victims the answers that they sought and a full statutory Inquiry was required.

The Conservative Group Leader recognised the dedication of the CATE Team and welcomed the Truth Project. He also praised the report's drive to seek national standards for training private hire and hackney carriage drivers to recognise and report CSE. However, he remained concerned that the true scale of CSE may be unknown and was of the belief that a locally commissioned Inquiry was required to give victims a voice at an early stage as it may be some considerable time before the IICSA Inquiry findings were published.

The Liberal Democrat/Independent Group Leader also put on record his thanks to all those employees involved in tackling CSE and his dismay after a recent encounter which suggested that Council staff were embarrassed by cross-party disagreements on this sensitive issue. Having carefully considered the arguments for and against a locally commissioned inquiry, he considered that an independent inquiry which was not commissioned by the Council was the best way forward and he welcomed the Truth Project's early arrival in Telford.

**RESOLVED that –**

- (a) NWG be commissioned to work with the CATE team to undertake a health check of the existing partnership working arrangements in respect of**

**working to prevent child sexual exploitation in Telford & Wrekin and support those affected by it.**

- (b) authority be delegated to the Assistant Director: Children's Safeguarding & Early Help in consultation with the Cabinet Member for Children and Adults Early Help & Support to submit a bid to the Government's Trusted Relationships Fund to support the Council's continuing work in this area.**
- (c) funding from the Capacity Fund be agreed and committed to commission partners in the voluntary sector to provide on-going support for victims and survivors generally and those who come forward as a result of the work of the Truth Project. This funding to be committed for an initial period of 2 years with a review at that time.**
- (d) the 2 year funding contribution of £70,000 from John Campion, the Police & Crime Commissioner to support work in respect of child sexual exploitation in the Borough be noted and acknowledged. This supplements the extra contributions that the Cabinet is being invited to commit to in these recommendations.**
- (e) use of the Council's Capacity Fund to support the appointment of a co-ordinator post to ensure the most effective liaison between the Council and the Truth Project from now until its work in Telford is completed and reported and to ensure that this takes place as soon as possible be agreed.**
- (f) the current position in respect of the IICSA inquiry and the arrival of the Truth Project in Telford & Wrekin be noted and the Council commit to supporting this in every way to ensure that anyone affected who wants to is aware of the Truth Project and can use the opportunity to help the whole country to learn from their experiences.**
- (g) following recent statements from IICSA, it be recognised that the Truth Project should first complete before IICSA takes any decision on a Telford specific investigation. After this a fully informed decision on a local inquiry can be made. It be confirmed that this decision must be informed by independent advice on the work undertaken by all partners in stopping child sexual exploitation in the Borough and the scope and effect of any future local inquiry**
- (h) having done so before in September 2017 the Deputy Leader and Cabinet Member for Housing and Enforcement write again to the Minister for Transport re-iterating the Council's call for standard national hackney carriage and private hire vehicle operator conditions to include provisions regarding safe-guarding and the protection of vulnerable adults and children as are currently included in this Council's conditions.**
- (i) this report and appendices be circulated with the papers for the Extraordinary Council meeting on 10 April 2018.**

A number of questions were taken from members of the public relating to ongoing support for victims, support for under 13s, the timescale for reporting IICSA findings and the need for an earlier local inquiry, investigation of the Police by any commissioned inquiry, whether any proactive work would take place to let victims and survivors know about the Truth Project, education for parents, and confirmation that CSE training was a local mandatory requirement for both private hire and hackney carriage drivers.

The meeting ended at 6.06pm

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

Jonathan Eatough  
Assistant Director: Governance, Procurement & Commissioning  
Date: 6 April 2018

Signed: .....

Date: .....

**TELFORD & WREKIN COUNCIL**

**CABINET – 19 APRIL 2018**

**TACKLING CHILD SEXUAL EXPLOITATION (CSE) TOGETHER – UPDATE**

**REPORT OF DIRECTOR: MONITORING OFFICER**

**LEAD CABINET MEMBERS – CLLR LEE CARTER, CABINET MEMBER FOR FINANCE,  
COMMERCIAL SERVICES AND ECONOMIC DEVELOPMENT**

**PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

- 1.1. To update Cabinet on progress against recommendations since the last Cabinet meeting on the 29 March 2018 and in the context of the decision of full Council on the 10 April 2018.
- 1.2. To consider the implications of the decision of full Council made on 10 April 2018 including to consider agreeing the principles for the commissioning of an independent inquiry.

**2. RECOMMENDATIONS**

- 2.1. Cabinet note that Cllr Lee Carter has become the Cabinet Member with special responsibility for the Independent Council Inquiry.
- 2.2. Cabinet note the progress against the recommendations agreed on the 29 March 2018 report “Tackling Child Sexual Exploitation Together”;
- 2.3. Cabinet are asked to agree in principle the proposed process as detailed in Appendix 2 of this report, as outlining the most transparent way of commissioning an independent inquiry
- 2.4. Cabinet delegate authority to the Monitoring Officer to use these principles to finalise a detailed process; and
- 2.5. Cabinet recommend to Full Council that provision of £350,000 from the 2017/18 projected underspend as a provisional estimate to meet the costs of the independent inquiry and to delegate authority to use this budget to the Monitoring Officer as per this Report.

### 3. SUMMARY IMPACT ASSESSMENT

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	Putting our Children and Young People first. Protecting and supporting our vulnerable adults and children. Ensuring that neighbourhoods are clean, safe and well-maintained.
	Will the proposals impact on specific groups of people?	
	Yes	Eliminate child sexual exploitation is very important for the entire community but particularly supports children and survivors who have been impacted by this crime.
<b>TARGET COMPLETION/ DELIVERY DATE</b>	As detailed in this report	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	The Council's Service & Financial Planning Strategy includes a clear priority to protect those most vulnerable in our society and will use its resources as effectively as possible to deliver the best possible outcomes for the Community. The 2018/19 Strategy includes a Capacity Fund which will be used to fund the approved recommendations in the 29 March Cabinet report, including a co-ordinator post, additional capacity for the CATE Team, support from the Voluntary sector and commissioning the charity NWG to carry out a health check. Telford & Wrekin Clinical Commissioning Group and West Mercia Police & Crime Commissioner have both agreed to contribute £70,000 to support the initiatives outlined. Further, The LGA have confirmed a contribution to the National Working Group Health Check on the grounds that any learning will be shared nationally. It is very difficult to estimate the costs of running a Local Inquiry however £0.350m will initially be set aside in a reserve from the projected 2017/18 underspend. This will be regularly monitored and reviewed as part of the development of future Service & Financial Planning Strategies. PH 16/4/18
<b>LEGAL ISSUES</b>	Yes	Outside the ambit of the Inquiries Act 2005 and in the absence of specific statutory provisions the

		<p>Council has the authority and discretion to commission an inquiry into its own activities.</p> <p>The inquiry will need to discuss the proposed investigation with other organisations involved before it begins, to establish primacy of other inquiries [for example ongoing criminal investigations or statutory inquiries] to establish co-operation and to avoid duplication.</p> <p>The inquiry could foreseeably be looking back to before when Telford &amp; Wrekin Council was created in 1998. For that period, and with the exception of current employees, it will largely rely upon the co-operation of organisations and individuals and has no authority to compel the production of documents or the attendance of witnesses for interview.</p> <p>Procurement of the Commissioning Body will need to comply with the Council's Contract Procedure Rules, Financial Regulations and Public Contract Regulations. Any contract will, amongst other things ensure compliance with data protection laws.</p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	As detailed in this report.
<b>IMPACT ON SPECIFIC WARDS</b>	Yes	Borough wide impact.

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

### **4. THE CONTEXT TO AN INDEPENDENT COUNCIL- COMMISSIONED INQUIRY**

#### **A. Clarifying Council Policy Position**

- 4.1. Prior to the EGM on 10 April 2018, Council policy was set by Full Council on 22 September 2016 when it agreed the following motion, (Minutes approved by Council on the 24 November 2016):

*Councillor A J Eade moved, in accordance with Council Procedure Rule 7, the following Motion:*

*“This Council notes with extreme concern the recent reports concerning vulnerable children in Telford & Wrekin and calls on the current Administration to:-*

*Present a comprehensive plan at the November Full Council Meeting demonstrating a clear commitment to the improvement of Children's Services and detail exactly how the administration intends to raise all Children's Services in the Borough to a minimum standard of 'Good'.*

*Also to present to the same meeting, details of measures the current Administration will now introduce to ensure that vulnerable children in the Borough are fully protected in future and precisely how it will tackle the serious problems currently facing the Borough."*

*Councillor T J Nelson seconded the Motion.*

***Following a lengthy debate and clarification that the Motion did not seek support for the commissioning of an Independent Inquiry, the motion was unanimously approved.***

***RESOLVED – that the motion be approved***

- 4.2 A letter dated 22 September 2016 was written to the Home Secretary highlighting the independent reviews/ inspections that had already taken place between 2012 and 2016 in addition to the Council's Scrutiny Committee review. The letter stated the view, backed by the decision of Full Council above, that "given the recent findings of Ofsted and the fact that the Government's own independent inquiry, chaired by Alexis Jay, is already committed to looking at what happened here in Telford, we do not feel at this time that a *further* inquiry is necessary...we remain committed to tackling this difficult issue in Telford and will support Professor Jay in any way that we can with the independent inquiry into child sexual abuse".
- 4.3 There remains no confirmation that Telford will form a specific element of the IICSA inquiry so, whilst the collective Cabinet view remains that the independent statutory inquiry is the best way of getting the answers that everyone wants about historical child sexual exploitation within the Borough, the Cabinet agree that the type of inquiry proposed in this report is better than no inquiry at all.
- 4.4 **The Home Office's most recently-stated position in respect of Telford was set out in a letter dated 3 April 2018.** An extract of this letter is set out below.

*"The Government has already set up the Independent Inquiry into Child Sexual Abuse with broad terms of reference to look at whether institutions have failed in their duty to protect children from child sexual abuse in England and Wales. The inquiry is an opportunity to expose what has gone wrong and learn lessons for the future...the Inquiry has publicly announced 13 separate investigations, including one which is looking at institutional response to sexual exploitation of children by organised networks. In describing this investigation, the Inquiry has said:*

*"The systemic grooming and sexual abuse of children by groups of offenders in cities and towns of England and Wales is widespread. Building upon the body of work on child sexual exploitation following specific instances in places such as Devon and Cornwall, Oxford, Rochdale, Rotherham and Telford, this investigation will assess the extent to which a wide range of relevant authorities have learned*

*lessons, implemented recommendations, and put in place effective strategies to prevent child sexual exploitation in the future*

“As such, it would not be appropriate for Government to establish a second statutory inquiry to look at issues which are already well within the scope of the existing one. It is now for the Inquiry to decide how it takes forward this investigation, if you continue to feel that an additional review is needed, the Council is free to commission an independent expert to carry one out”.

4.5 At the Council EGM **on 10 April 2018**, it was unanimously agreed:

*“This Meeting requests that the Cabinet of Telford & Wrekin Council approve the commissioning and implementation of a ‘non-statutory’ Independent Inquiry into all aspects of historical and current instances of CSE within the Borough.*

*“This Meeting also requests the Cabinet to instruct Council Officers to commission such an Inquiry immediately.*

*“This Meeting also notes that such a ‘non-statutory’ Inquiry will allow the opportunity for victims and survivors to give evidence in private and free from any other pressures or interference. Such arrangements will hopefully also encourage other victims to come forward.”*

- 4.6 In order to take this decision forward, it is proposed that an independent group of members are brought together as an Advisory Group to consider the most appropriate independent body to approach who can, on the Council’s behalf, develop terms of reference for an independent inquiry, recommend arrangements for the inquiry process and recommend and commission a suitably qualified and experienced individual who could act as the Chair of any such independent inquiry.
- 4.7 A copy of the principles outlining the proposed process are detailed in Appendix 2.
- 4.8 Cabinet propose 2 representatives from each political group rather than applying political balance for the sake of transparency and fairness/ allegations of undue influence. Nominations will be sought from Group Leaders and a first meeting of the Group organised and held before the end of May subject to members’ availability. At that meeting initial training will be provided to members on confidentiality and data protection and procurement and the process, an outline of which is detailed in Appendix 2, will be considered and proposed for approval by that Advisory Group.
- 4.9 Clearly, in taking forward an independent inquiry, the first point of reference has to be the previous Independent Review which was commissioned in 2012 by the Council and other partners. This Review by NewStart Networks was undertaken by experienced Practitioners with an NSPCC background. This Review involved interviewing victims and survivors as well as those working in various services across a number of key organisations and agencies. The Child Abuse through Sexual Exploitation Learning (2008 – 2013) was published on the 30<sup>th</sup> October 2013. A copy of this Independent Review has been circulated to all members in advance of this meeting.

## **B. Update on Actions Following the Cabinet Meeting on 29 March 2018**

- 4.10 At this meeting, a number of recommendations were agreed. Attached at Appendix 1 is a copy of the recommendations agreed by Cabinet along with a summary of progress made against each recommendation since then. It is important to note that, since this meeting Cllr Lee Carter has been appointed by the Leader as Cabinet Member with Special Responsibility for the Independent Council Inquiry. Whilst Cllr Carteere is the Cabinet Lead work on the detail to progress this will be led by the Advisory Group, as described in this Report.
- 4.11 Subsequent to the Cbinet meeting, the Director of Children’s & Adult Services and the Independent Chair of the Safeguarding Board have written a joint letter to Professor Kelly, from the Child and Woman Abuse Unit at London Metropolitan University, who was quoted in the original Sunday Mirror article on 11 March 2018. A reply has since been received.

## **C. Update on the National Independent Expert Inquiry (IICSA)**

- 4.12 The Truth Project have already started working in Telford. They have had initial meetings with a number of key stakeholders including representatives from the Police, the Council and the voluntary sector. A stakeholder engagement event is planned for 24 April 2018 and individuals will have the opportunity to speak with the Truth Project, “Telford Will Be Heard” in the weeks commencing 21 May 2018 and 4 June 2018\* (\*dates subject to confirmation).
- 4.13 As stated above, the full national Independent Inquiry has still to make a decision as to whether or not to prioritise Telford for an in-depth investigation.
- 4.14 The Council was copied into a letter from Rishi Sunak, MP, Minister for Local Government dated 22 March to Lucy Allan, MP, following a meeting he had with her. In this letter, the Minister states “in outlining your views, you recognised that there was good practice now in place in Telford and Wrekin Council...’ and in relation to any such Council-commissioned inquiry that “such a review would need to avoid having a negative impact on the work to protect children locally that the Council is already undertaking. It would also need to recognise and not duplicate the important work that the independent inquiry into Child Sexual Abuse is doing”.

## **5. PREVIOUS MINUTES**

- 5.1 Cabinet Meeting – 29 March 2018.

## **6 BACKGROUND PAPERS**

- 6.1 Cabinet Papers – 29 March 2018
- 6.2 NewStart Networks cic Child Abuse through Sexual Exploitation (CATSE) 2008 – 2013 Report. (Commissioned 2012)

## Appendix 1

### Cabinet Report - Tackling Sexual Exploitation Together – Update – 19 April 2018

No.	Recommendation	Status	Further information
2.1	Cabinet agree that NWG is commissioned to work with the CATE team to undertake a health check of the existing partnership working arrangements in respect of working to prevent child sexual exploitation in Telford & Wrekin and support those affected by it.	In progress	NWG have been contacted and have agreed to undertake a focussed piece of work for the Council. Details are currently being agreed. This work is being funded by the LGA on the basis that any learning will be shared nationally
2.2	Cabinet delegate authority to the Assistant Director: Children’s Safeguarding & Early Help in consultation with the Cabinet Member for Children and Adults Early Help & Support to submit a bid to the Government’s Trusted Relationships Fund to support the Council’s continuing work in this area.	In progress	The first stage of the bid process, an Expression of Interest, has been prepared and submitted
2.3	Cabinet agree that funding from the Capacity Fund should also be committed to commission partners in the voluntary sector to provide on-going support for victims and survivors generally and those who come forward as a result of the work of the Truth Project. This funding to be provided for an initial period of 2 years with a review at that time	In progress	Discussions have been initiated with relevant groups about commissioning the most effective services and specifications are being prepared
2.4	Members note and acknowledge the 2 year funding contribution of £70,000 from John Campion, the Police & Crime Commissioner to support work in respect of child sexual exploitation in the Borough. This supplements the extra contributions that the Cabinet is being invited to commit to in these recommendations	No further action	Cabinet note that £70,000 has also been committed by the CCG over 2 years
2.5	Cabinet agree that the Council’s Capacity Fund should be used to support the appointment of a co-ordinator post to ensure the most effective liaison between the Council and the Truth Project from now until its work in Telford is completed and reported and to help ensure that this takes place as soon as possible.	In progress	An interim solution is already in place with an officer from the Co-operative Council Delivery Team liaising with the representatives from the Truth Project to facilitate their time in Telford. A Job description has been drafted and currently being evaluated.

- |   |                                   |  |
|---|-----------------------------------|--|
| <p><b>2.6</b> Cabinet Members note the current position in respect of the IICSA inquiry and the arrival of the Truth Project in Telford &amp; Wrekin and commit the Council to supporting this in every way to ensure that anyone affected who wants to is aware of the Truth Project and can use the opportunity to help the whole country to learn from their experiences.</p>  | <p>No further action required</p> | <p>A number of teams are liaising closely with the team from the Truth Project advising on venues, potential interested parties including inter faith and BME groups and publicity and appointments are currently being made with the Truth Project Team</p> |
| <p><b>2.7</b> Following recent press releases from IICSA Cabinet recognise that the Truth Project should first complete before IICSA takes any decision on a Telford specific investigation. After this a fully informed decision on local inquiry can be made. Cabinet confirms that this decision must be informed by independent advice on the work undertaken by all partners in stopping child sexual exploitation in the Borough Telford &amp; Wrekin and the scope and effect of any future local inquiry.</p> | <p>Completed</p>                  | <p>See main Report</p>   |
| <p><b>2.8</b> Having done so before in September 2017 the Deputy Leader and Cabinet Member for Housing and Enforcement write again to the Minister for Transport re-iterating the Council’s call for standard national hackney carriage and private hire vehicle operator conditions to include provisions regarding safe-guarding and the protection of vulnerable adults and children as are currently included in this Council’s conditions.</p>   | <p>Completed</p>                  | <p>Letter sent 5 April 2018. A response has since been received to a previous letter dated 12 March 2018</p>   |
| <p><b>2.9</b> Cabinet Members confirm that this report and appendices should be circulated with the papers for the Extraordinary Council meeting on the 10 April 2018</p>   | <p>Completed</p>                  | <p>Papers were circulated for the Full Council meeting</p>   |

## Appendix 2

### Cabinet Report – Tackling Sexual Exploitation Together – Update – 19 April 2018

#### Report of the Monitoring Officer - Process for Independent Inquiry - Child Sexual Exploitation

##### Summary

In order to ensure public confidence in the independence of the inquiry process the Cabinet proposes a 4 stage process:-

**Stage 1** - A cross party group of Councillors are brought together to form an **Advisory Group** with the responsibility to commission an independent organisation, **the Commissioning Body** to draft a **Final Commission** to establish an **Independent Inquiry**.

**Stage 2** - The **Commissioning Body**, independent of the Council, design the parameters for an Independent Inquiry. This will include settling the terms of reference of the inquiry in consultation with interested stakeholders. The Commissioning Body will produce and commission, "**the Final Commission**". This will be presented to Cabinet for approval. Subject to this approval it will then engage an Independent Person to lead the actual inquiry, ("the Inquiry") and produce a "Draft Report" and a "Final Report".

**Stage 3** - Led by an **Independent Person** to undertake the Inquiry and produce a Draft Report and a Final Report to the Commissioning Body who are responsible for ensuring that the Independent Person has delivered a report that addresses each and every element of the terms of reference contained in the Final Commission.

**Stage 4** - The Commissioning Body will receive a Draft Report and review it against the terms of reference and, subject to it meeting all elements of the terms of reference, receive, in due course, a Final Report. Reporting this to Cabinet along with endorsement/ additional recommendations (if any). Cabinet will report the Final Report back to full Council alongside their formal response (and Action Plan) on behalf of the Cabinet for approval by full Council.

##### Stage 1

##### **Establish a Member Advisory Group (the Advisory Group")**

A cross party group of members work together to commission an independent body who are responsible for commissioning an Independent Person to undertake an Independent Inquiry

##### **Terms of Reference**

To agree a Specification to commission an independent body, **the Commissioning Body**, to commission an Independent Inquiry into;

- all aspects of historic child sexual exploitation within the Borough; and
- current arrangements for the prevention of child sexual exploitation and support for those affected by it.

To commission an independent body taking into account:

- Reputation of the independent body - in terms of perceived independence from the Council, national recognition/ reputation, experience of working on CSE and highly sensitive and high profile issues
- Relevant skills and experience of the personnel who would be involved in the preparation of **the Final Commission**
- Quality of proposal - specificity approach to finalising terms of reference and detail of project plan to achieve the Final Commission - see below
- Proposed timescale for preparing the Final Commission
- Proposed selection criteria for selection of the Independent Person - including Member and Stakeholder involvement
- Proposals for oversight of the Independent Inquiry against agreed timescales
- Price

To receive Progress Reports from the Commissioning Body detailing progress against a pre-agreed time-table and to report back to Cabinet if this timetable is not being adhered to in a material way

To report to Cabinet if Progress Reports show that delays are as a result of a lack of support from the Council/ contributing stakeholders

To comment on the Final Commission prepared by the Commissioning Body (a Public Report) and refer to Cabinet for final approval

To comment on the findings of the Final Report prepared by the Independent Person and submit these comments to Cabinet for their consideration alongside it.

### **Constitution of the Member Advisory Group**

This is not a formal committee of Council. It will be constituted of 2 members from each of the political groups on the Council; Labour, Conservative and Liberal/ Independent (Note rules of political balance have not been applied in the context of the non-political nature of this group and in the interests of balance)

### **Membership of the Advisory Group**

Group Leaders will each nominate 2 members of their Political Group to sit on the Advisory Group. To avoid allegations of conflict of interest no Member who has ever been Council Leader or Deputy Leader or held a portfolio responsibility for children's services/ safe-guarding will sit on the Advisory Group or was a member of the Children and Young People Scrutiny Committee when undertaking the scrutiny review of Multi Agency Working Against Child Sexual Exploitation between November 2014 and May 2016.

### **Chair**

To be determined by majority vote of the Advisory Group as the first item of business at its first meeting.

### **Meetings**

Meetings of the Advisory Group will be held in private but minutes will be published immediately after they are agreed, ie immediately after the minutes are agreed as an item of business at the next meeting of the group).

The meeting schedule is as follows:

*(specific dates will be confirmed once membership of the Advisory Group is confirmed by Group Leaders)*

### **Officer Support**

Meetings will be supported by the Democratic Services Team who will organise meetings, provide papers and take minutes. The Director of Children's & Adults Services or his nominated representative(s) will provide professional advice and support unless a conflict is identified in which case independent advice will be procured. Legal support will be provided by the Monitoring Officer or his nominated representative(s).

### **Stage 2**

An Independent Body is commissioned to settle detailed terms of reference, **the Final Commission**, for an inquiry including:

#### **Relationship with other investigations**

The Commissioning Body will need to discuss their proposed investigation process with other organisations involved before it finalises the Final Commission, to establish primacy of other inquiries (for example the Truth Project, IICSA's investigation into child sexual abuse by organised networks that will cover Telford and ongoing criminal investigations), to establish co-operation and to avoid duplication

#### **Set and monitor progress against timescales for the production of Draft and Final Reports**

#### **Remit**

- Appointment of an Independent Person - detailing designated skills, experience and abilities (subject to prescribed conflict of interest provisions - professional links to Telford) and selection process.
- Defining Child Sexual Exploitation for the purposes of the Inquiry
- Defining the period(s) of time that the Inquiry will consider
- Defining objectives of the terms of reference including, but without limitation, whether or not the Council and all partners could have done more to protect children and young people from child sexual exploitation and whether or not current practice is effective and continues to develop in accordance with best practice
- Define the methodology for the Inquiry including reviewing practice through the review of case files, review arrangements and effect of partnership working, decision-making, development and use of policies and procedures over time, management and political oversight.
- Defining the parameters of the evidence available including access to documentation including case files and meeting notes etc,
- Identifying stakeholders/ participating bodies and witnesses and making contact with those witnesses to secure their co-operation to participate in the inquiry (and any evidence held by those individuals/ organisations that they represent).
- Outlining the hearing process
- Defining the timetable for planning, establishment, commissioning, hearings and reporting to Final Report
- Clarify, by way of Memorandum of Understanding, the relationship between the Commissioning Body and the Independent Person
- Determining whether or not hearings are to be held in private or in public

- Defining the cut off point for the receipt of "new" evidence.

The Final Commission will be presented to Cabinet for approval.

### **Officer Support to the Commissioning Body**

Meetings will be supported by the Democratic Services Team who will organise meetings, provide papers and take minutes. Legal support will be provided by the Monitoring Officer or his nominated representative(s).

### **Reporting**

The Commissioning Body will report on progress in respect of the progress of the Independent inquiry and the Draft Report and Final Report. The Monitoring Officer will report expenditure against budget to the Advisory Group and Cabinet in accordance with an agreed timetable.

The Final Commission prepared by the Commissioning Body will be agreed by Cabinet before being tendered, taking into account any recommendations of the Advisory Body.

### **Stage 3**

**The Inquiry is there primarily to provide answers to survivors of child sexual exploitation and will have that as a primary influence on the way that the Inquiry is organised and undertaken**

- An Independent Person is commissioned to lead an inquiry on the terms settled by the Commissioning Body
- The Independent Person can influence the Terms of Reference and methodology within the Final Commission and make suggestions/ amendments that will be considered and agreed at the discretion of the Commissioning Body
- Any evidence from victims of child sexual exploitation will be sought with sensitivity and with the appropriate support mechanisms in place before, during and after
- The Independent Person can secure professional expertise in respect of social care practice regarding child sexual exploitation (prescribed conflict of interest provisions - professional links to Telford). (in consultation with the Independent Body and within agreed budgetary limits)
- The Independent Person will be provided with administrative support by the Council in respect of the arrangement of interviews with witnesses. (Current serving officers and members will be required to give evidence and support the inquiry. Other witnesses will be interviewed with their consent.)
- In accordance with a pre-agreed timetable the Independent Person will produce a Draft Report and, subject to comments upon that draft report from the Commissioning Body/ other stakeholders, a Final Report
- The Independent Person will conduct the work of the Inquiry in as transparent a manner as possible, consistent with the effective investigation of the matters falling within the terms of reference, and having regard to all the relevant duties of confidentiality, particularly to victims and survivors.
- The Final Report is the responsibility of the Independent Person and is not subject to agreement by any other person or body.
- The Final Report will be available in a public format taking into account reasonable requirements of anonymity, confidentiality and data protection.
- The Independent Person will report on progress to the Commissioning Body in accordance with an agreed timetable

**TELFORD & WREKIN COUNCIL****CABINET – 19 APRIL 2018****UPDATE ON FUTURE FIT HOSPITAL RECONFIGURATION****REPORT OF ASSISTANT DIRECTOR: HEALTH & WELL-BEING****LEAD CABINET MEMBER – CLLR A R H ENGLAND****PART A) – SUMMARY REPORT****1. SUMMARY OF MAIN PROPOSALS**

In August 2017, the Joint Committee of Shropshire and Telford & Wrekin CCGs recommended that a public consultation is launched with regard to hospital reconfiguration.

At the end of March 2018, the Department of Health announced £300m new capital funding to transform hospital services in Shropshire, Telford & Wrekin and mid Wales. This announcement means that a 12-week public consultation will commence shortly and probably in May.

The consultation will include two options :

**Option1: The Royal Shrewsbury Hospital becomes an Emergency Care site with Women & Childrens in-patient services and the Princess Royal Hospital becomes a Planned Care site**

**Option 2: The Princess Royal Hospital becomes an Emergency Care site retaining Women & Childrens in-patient services and the Royal Shrewsbury Hospital becomes a Planned Care site**

Under either option, both hospitals would have an Urgent Care Centre that is open 24 hours a day, seven days a week.

The CCGs have recommended that their preferred option is Option 1. At Full Council in September 2017 the Council confirmed that its preferred option was Option 2 - that is both the Emergency Centre and existing Women & Children's Centre to be located at the Princess Royal Hospital (PRH).

The Council believe that Option 2 makes most sense to be the preferred option as the Princess Royal is the key hospital for Eastern Shropshire which has the largest and fastest growing population, has the highest health needs for Women and Childrens in-patient services, makes the most sense financially and is the most attractive site to recruit new clinical staff being close to the conurbation and Birmingham

This paper is to update cabinet that a public consultation about vital hospital services is now imminent.

## **2. RECOMMENDATIONS**

**(a)** To note that a 12 week public consultation is soon to be launched by the CCGs with regard to hospital reconfiguration and to discuss the Council's response

**(b)** That the Managing Director, in consultation with relevant cabinet members, has delegated authority to write to seek urgent clarification from the Secretary of State for Health and Social Care that this public consultation will be open and fair and that the 300 million capital funding offered by the Department of Health is genuinely agreed to support either Option 1 or Option 2 and the offer is subject to public consultation

## **3. SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	Improve Health & Wellbeing and protect and support vulnerable children and adults
	Will the proposals impact on specific groups of people?	
	Yes	The CCGs have undertaken an Integrated Impact Assessment that considers the impact on specific Equality & Diversity Groups and the impact on those from more deprived backgrounds
<b>TARGET COMPLETION/DELIVERY DATE</b>	The CCGs will make a final decision post-consultation in autumn 2018.	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes/No	The capital costs and subsequent running costs relating to the two options referred to in the report are taken from the Futurefit Pre-consultation Business Case. Clarification about the £300m new capital funding is important to ensure that the consultation process is based on clear and transparent financial information being presented for both options. PH 10/4/18
<b>LEGAL ISSUES</b>	Yes/No	The statutory duties of Clinical Commissioning Groups [CCGs] are set out in the National Health Service Act 2006, as amended from time to time.  Section 14Z2 of the 2006 Act sets out the duties of CCGs for public involvement and consultation in the planning of

	<p>commissioning arrangements and the development and consideration of proposals for changes in commissioning arrangements.</p> <p>Under Sections 14Z2 (5) and 14Z8 of the 2006 Act CCGs are required to have regard to any guidance published by the NHS Commissioning Board [the Board operates as NHS England]</p> <p>Under Regulation 23 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 CCGs are obliged to consult the relevant local authority where it has under consideration any proposal for a substantial development of the health service in the area of that local authority.</p> <p>Under Regulation 23 if a local authority is not satisfied that consultation on any such proposal has been adequate, or that the reasons given by the CCG are adequate, or that the proposal would not be in the interests of the health service in its area, it may make a report to the Secretary of State.</p> <p>Where more than one local authority is consulted under Regulation 23, there must be a Joint Overview and Scrutiny Committee to deal with the consultation process. [Regulation 30(5)]</p> <p>Under Telford &amp; Wrekin Council's Constitution Part 3 Paragraph 1.15.6 the final decision to make a referral [report] to the Secretary of State is a matter for full Council.</p> <p>Under Regulation 25 of the 2013 Regulations, the Secretary of State has wide-ranging powers, which include giving directions to consult or consult further; to determine the matter in a particular way; or to take, or not to take, any other steps required in relation to the matter. The timescale for the Secretary of State to make broad merits based decision,</p>
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		including taking advice from the advisory Independent Reconfiguration Panel, could be several months.  As at 11.04.2018 the public consultation documents on the Future Fit website are still in draft and were last updated on 14.02.2018 and the CCGs are required to await approval from NHS England before the public consultation process can be launched  KF
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	Hospital reconfiguration will have far reaching impact on the borough – not only from an access to key health services point of view but also from an economic point of view to a growing borough.
<b>IMPACT ON SPECIFIC WARDS</b>	Yes	Hospital reconfiguration will have borough wide impact

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

In August 2017, the Joint Committee of Shropshire and Telford & Wrekin CCGs recommended that a public consultation is launched with regard to hospital reconfiguration.

At the end of March 2018, the Department of Health announced £300m new capital funding to transform hospital services in Shropshire, Telford & Wrekin and mid Wales. This announcement means that a 12-week public consultation will commence shortly and probably in May.

The consultation will include two options :

<b>Option 1:</b>	<b>The Royal Shrewsbury Hospital becomes an Emergency Care site with Women &amp; Childrens in-patient services and the Princess Royal Hospital becomes a Planned Care site</b>
<b>Option 2:</b>	<b>The Princess Royal Hospital becomes an Emergency Care site retaining Women &amp; Childrens in-patient services and the Royal Shrewsbury Hospital becomes a Planned Care site</b>
Under either option, both hospitals would have an Urgent Care Centre that is open 24 hours a day, seven days a week.	

In August 2017, the CCGs recommended that their preferred option was Option 1. At Full Council in September 2017 the Council confirmed that its preferred option was Option 2 -

that is both the Emergency Centre and existing Women & Children's Centre to be located at the Princess Royal Hospital (PRH).

The Council believe that Option 2 makes most sense to be the preferred option as the Princess Royal is the key hospital for Eastern Shropshire which has the largest and fastest growing population, has the highest health needs for Women and Childrens in-patient services, makes the most sense financially and is the most attractive site to recruit new clinical staff being close to the conurbation and Birmingham. There are 10 'Key Facts' which underpin the Council's view that Option 2 makes more sense at the end of this report.

Option 2 makes most sense financially – the capital costs are 62 million less than Option 1 and its subsequent running costs over the next 30 years are less. This would mean there could be more investment for other capital schemes such as a new Cancer Centre and revenue for vitally needed investment in community health services.

It is crucial that the CCGs conduct a fair, open and genuine public consultation and that they consider the points made in favour or against both options. While the CCGs have stated their preferred option – according to the Gunning principles of consultation – they should conduct a consultation when they are genuinely at a formative stage in their decision making. Whilst they have a preferred option they have agreed to consult on two options rather than one and therefore must conscientiously take into account all of the arguments.

We are concerned therefore that recent press reports suggest that a Shropshire MP has said that the capital funding pledged by the government to fund changes to healthcare in the county could go 'elsewhere' if the public failed to back the proposal to house A&E services at the Royal Shrewsbury Hospital.

If this is the case – this does not appear to be a genuine consultation. Option 2 actually costs less than Option 1 and we will seek urgent clarification that the £300 million capital funding offered by the Department of Health is genuinely agreed to support either Option 1 or Option 2 and the offer is subject to public consultation.

The Council will be preparing a response to this consultation and will be encouraging as many residents as possible to respond to the consultation when it is launched. The #PRH4Me campaign ([www.prh4me.co.uk](http://www.prh4me.co.uk)) has reached 33,000 pledges, underlining the strength of feeling for services at the PRH about our hospitals.

## **6. PREVIOUS MINUTES**

## **7. BACKGROUND PAPERS**

**Report prepared by Liz Noakes Assistant Director Health & Wellbeing Telephone: 01952 383003**

## Future Fit 10 Key Facts why Option 2 makes more sense

1. Two- thirds of all patients admitted to the Women & Childrens Centre live closer to the PRH. Option 1 would mean that 85% of all patients currently admitted to Telford will now go to a different hospital.
2. Future Fit say that 80% of patients would go to the same hospital as now for their *emergency and urgent* care. This would be the same under Option 1 and Option 2. This includes those going to the two Urgent Care Centres and those going to the single Emergency Care Centre.
3. There are currently communities within the catchment population for the hospitals who live nearer an alternative provider – particularly in the South, North and West. Some of these communities live closer to hospitals such as Wrexham Maelor, Hereford County, Leighton Crewe and New Cross Wolverhampton. Very little account has been taken of these. For most Telford & Wrekin residents PRH is the closest hospital and then the RSH.
4. Overall 60% of *emergency care* patients live closer to PRH with average emergency travel times shorter to the Princess Royal compared to the Royal Shrewsbury. 23.5 minutes compared to 24.8 minutes, if you take all the alternative providers into account.
5. 80% of patients admitted to Shrewsbury as an emergency and who need to stay in hospital for longer than 3 days will be transferred to the Planned Care Centre. Under Option 1 this will not be care closer to home for older patients living in Shropshire or Powys.
6. Under Option 1, 70% of all patients admitted for planned care would go to a different hospital than now - with far more over 75s having to travel to a Telford rather than Shrewsbury.
7. Telford & Wrekin and Eastern Shropshire is the fastest growing population being served by the hospital. Between 2017 and 2031 communities in 'the East' are set to increase by 10% and communities in 'the West' are set to grow by only 3% by 2031. The number of over 75s is predicted to increase at a faster rate in the East compared to the West (63% vs 57%) and children and women of child bearing age will increase by 8% in the East compared to a decrease of 2% in the West.
8. Option 2 is 'the preferred option considered from a finance perspective' - it costs 62 million less to build and less to run for the next 30 years. We could spend the money saved on a new Cancer Centre and more community services.
9. According to Future Fit's Business case to make Option 1 stack up financially – more workforce reductions will need to be made compared to Option 2.
10. It's easier to recruit clinical staff to the PRH as its closer the conurbation and Birmingham. The rationale for Future Fit is to have a model that will attract clinical staff. There's national shortages so it's imperative the chosen option maximises the Trust's ability to recruit.

**TELFORD & WREKIN COUNCIL**

**CABINET – 19 APRIL 2018**

**PROCUREMENT UPDATE**

**REPORT OF ASSISTANT DIRECTOR: GOVERNANCE, PROCUREMENT AND COMMISSIONING**

**LEAD CABINET MEMBER – CLLR L D CARTER**

**PART A) – SUMMARY REPORT**

**1. SUMMARY OF MAIN PROPOSALS**

A regular report for Members to consider the update of the Council’s Procurement Intentions Document and update them on the latest information regarding effective procurement and contract management

**2. RECOMMENDATION**

- 2.1 Cabinet to note the procurement updates in this report
- 2.2 Cabinet to note the Procurement Intentions Document (Appendix 1) and where indicated, approve delegation to the appropriate officers (as per the Contract Procedure Rules) to progress new procurements through the tender process to contract award

**3. SUMMARY IMPACT ASSESSMENT**

<b>COMMUNITY IMPACT</b>	Do these proposals contribute to specific Co-Operative Council priority objective(s)?	
	Yes	Best value procurement in line with the Contract Procedure Rules promote engagement of local suppliers and stakeholders
	Will the proposals impact on specific groups of people?	
	No	
<b>TARGET COMPLETION/DELIVERY DATE</b>	The Procurement Intentions Document is a live document regularly updated by SDMs throughout the year with updates to Cabinet every 4 to 6 months dependent upon activity.	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	Yes	The focus of this report is on the potential to use grant awards as a methodology to improve outcomes and potentially lever in additional funding. There are no specifically identifiable financial implications arising from adopting the recommendations in this report as far as pursuing grant awards where these are within the approved Council budget. The Appendices set out the current

		<p>known procurement processes being undertaken or to be undertaken. The award of contracts should be within the approved budgetary framework and in accordance with financial strategy. The medium term strategy includes the Council pursuing ongoing savings, with £110m being delivered since 2010 (to 2017/18) with further savings of £30m required by the end of 2020/21. The delivery of future cuts will become increasingly challenging as local government continues to face Government funding reductions. Delivering savings through effective procurement is therefore an important feature of the budget strategy with over £11.6m being identified over the last 8 years. Active contract management also ensures continued value for money is achieved through the life of contracts. Improving social outcomes through the procurement process could also lead to reduced demand on services and potentially lower costs.</p> <p>RP 21.3.2018</p>
<p><b>LEGAL ISSUES</b></p>	<p>Yes</p>	<p>The procurement intentions document, Appendix 1, is both transparent for all businesses to be able to see and prepare for forthcoming procurements that the Council will be undertaking but also is a transparent process to evidence appropriate delegations to officers. The delegations sought in this report are for officers to be able to commence and complete the procurement activity detailed in Appendix 1 and for contracts to be executed, depending upon their value, either under seal or under hand and as such the decisions sought may be key decisions or electronically if part of the trial referred to in the report.</p> <p>All contracts must comply with relevant EU requirements as well as provisions contained within the Council's Contract Procedure Rules. In addition, service contracts must comply with the provisions contained in the Public Services (Social Value) Act 2012.</p> <p>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>The Council will utilise resources for permitted purposes as set out in the Procurement Plan and will construe its behaviour against Constitutional standards of financial probity and stringent financial planning and financial risk management as well as</p>

		risk and equality impact assessments and procurement requirements, which may impact delivery of outcomes. MG 140318
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	The Procurement Intentions Document is published externally. This helps the Council's supply chain prepare for up and coming tender opportunities.
<b>IMPACT ON SPECIFIC WARDS</b>	No	

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

### **4. INFORMATION**

- 4.1 Council wide procurement continues to drive savings through robust competitive tendering and real time negotiation when brokering services. Savings and additional savings are now directly linked to each area's cost improvement plan and reported through Service and Financial Planning.
- 4.2 As we continue to re think and re imagine the way we procure services and work with neighbourhoods to support their communities, we need to consider the various options available to us. The default position has generally been to carry out a tender and let a contract for services. Where a contract is in place, there is a general assumption that the service will always be council led through a managed contract. Another way in which community services can be supported is via a grant agreement.
- 4.3 We currently issue a variety of grants to support our neighbourhoods on their journey to self-sufficiency with less reliance on public funds and we do this in several ways:
- To 'Pump Prime' projects for example, we use the Better Care Fund Annual Grants process to encourage organisations to bid for funding for specific projects that will reduce dependency on public services and build resilient communities. This year we have received new applications from groups setting up mental health projects. All bids must show how the grant will be used to deliver outcomes and how, at the end of the project, it will become self-sustainable.
  - To facilitate providers 'levering in' funding from external sources, e.g. grant-making bodies, in order to greatly enhance the effectiveness of the project. Grants should not simply be used for providers to acquire external funding as this would probably be more akin to a contractual arrangement but help match funding for specific projects.

- For new and innovative projects with an example being a grant to work with individuals who have a challenge with regards hoarding. This can then be used to 'lever in' funding as above in an aim to become sustainable.
- 4.4 We currently have grant opportunities available for the Community Building and Facilities Legacy Fund, Capacity Building Grants – Get Started and Develop and all these will offer another option for the council to use its resources wisely to more easily support our growing communities. Grants can be directly awarded or a competitive processes can be run if many ideas and projects are being presented. Where a competition is invited, evaluation criteria is shared with bidders at the outset so they fully understand what is required, how and who will review their bids. The procurement team manage a grant register as alongside our contracts register and this is also published externally to meet our transparency duty.
- 4.5 There are some consideration when issuing grants;
- We must consider if State Aid Rules<sup>1</sup> apply should the grant exceed more than 200,000 Euro (£176k) during any consecutive 3 years. Officers work with our legal team to apply the State Aid test<sup>2</sup>in these cases.
  - There also many be a need to pass down grant conditions imposed by a grant making body such as expenditure with a particular client group or spend within a set period of time and the council will be audited to check these conditions were met.
  - There are no hard and fast rules on when to use a grant or carry out procurement, in each case we must consider the NAO<sup>3</sup> guidelines of exploring the state of the market, desired future state of the market, capacity building and enforceability.
  - A grant is provided on conditions aimed at ensuring the proper application of the grant funds, but not in return for anything.
  - A council contract involves the provision of goods, services or outcomes, directly in return for payment representing the price of the relevant goods, services or outcomes. Terms and conditions of a contract regulate the exchange of services for payment.
- 4.6 When commissioning services, all council officers should consider if procurement is the right route to achieve the outcome required and what other options are available which could facilitate communities, micro providers, and voluntary

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<sup>1</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/443686/BIS-15-417-state-aid-the-basics-guide.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/443686/BIS-15-417-state-aid-the-basics-guide.pdf)

<sup>2</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/582049/state-aid-self-assessment.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/582049/state-aid-self-assessment.pdf)

<sup>3</sup> <https://www.nao.org.uk/successful-commissioning/sourcing-providers/grant-or-procurement/>

organisations in a more sustainable way that will increase the overall social value return on investment.

5. **IMPACT ASSESSMENT – ADDITIONAL INFORMATION**

6. **PREVIOUS MINUTES**

Procurement Update CB-136 7 December 2017

7. **BACKGROUND PAPERS**

Report prepared by Sarah Bass, Commissioning Procurement & Brokerage Ext 82470

Service Area	Key Commissioning /Procurement Intentions	Major contract < £500k /Minor >£500k	Indicative Value of final Contract	Cabinet Approval to Proceed > £500k	Officer Approval to proceed <£500k	Comments	Contract Award Due Date	Lead Officer
Commercial Services	Revenue and Benefits Northgate systems, associated legacy add ons and process review	Major	c £600-700k	Agreed CB 99 26/02/15		ICT and Revs & Bens to review the current processes and Northgate's system with a view to future proofing the systems for benefits legislation changes and best value for coming years. Will also impact on Highways M3 system.	Apr-18	Andrew Lawson
Commercial Services	Fleet	Minor	£350k		Fliss Mercer	Replacement of 5 Fleet vehicles	May-18	Nicola White
Commercial Services	ICT	Minor	£200k		Agreed CB-136 07/12/17	Contract for a reseller to supply the Council and schools software licences	Apr-18	Vikas Attri
Commercial Services	BiT Team - Dynamic Purchasing System (DPS) for low value property construction projects.	Major	£100 million estimate			The DPS will hold a list of suppliers capable of bidding for future low value construction works. The DPS will be broken into categories (lots) depending on contract values. This procurement is at planning stage and spend through the DPS is an estimate at this stage. The intention is to refresh the market, encourage growth and improve social value requirements.	May-18	Kim Anderson
Commercial Services	BiT Team - Dynamic Purchasing System (DPS) for minor works	Major	£100 million estimate			The DPS will hold a list of contractors capable of bidding for future works. The DPS will be broken into categories depending on alterations and refurbishments, small extensions, building services work (including mechanical and electrical), demolition works and asbestos removal, etc. This procurement is at planning stage and spend through the DPS is an estimate at this stage. The intention is to refresh the market, encourage growth and improve social value requirements.	May-18	Kim Anderson
Development, Business & Employment	Bring Your Own Devices (BYOD)	Minor	Cost Neutral		Agreed 29/2/16	New initiative - equality scheme that allows every pupil to have a uniformed device that delivers the educational criteria in and out of school hours. Scheme is a framework to encourage parents to contribute a self sustaining scheme.	Apr-18	Andy Brookes
Development, Business & Employment	Donnington Rec Bowling green extension	Minor	£90k		Agreed CB 61 02/02/17	Has been pre approved under S106	Apr-18	Derek Owen/Dave Fletcher
Governance, Procurement & Commissioning	Intermediate Beds Nursing (Hospital step down and avoidance)	Major	c£622k	Agreed CB-92 24/3/16		Intermediate Care Bed provider has given notice on their current contract. Negotiations are underway with CCG (BCF funding) and Provider to agree a proposal under which contract extension may be possible. Failing agreement on extension, the provision (IC nursing beds) may need to go out to tender	Apr-18	Sarah Bass
Governance, Procurement & Commissioning	Extra care Schemes	Major	£3m	Agreed CB-8 25/06/2015		To ensure alignment and extension of contracts, as part of remodelling of an Extra care - figure is variation costs until November 2018 for extending contracts with Chilcott Gardens, Bournville House, Parkwood and Barclay Gardens concierge (Supreme.) Procurement of additional Extracare Intermediate provision to assist hospital discharge.	Nov-18	Sarah Bass
Governance, Procurement & Commissioning	Application to Consultation with Young People	Minor	£45,000		Agreed LT 03/05/17	Potential regional or sole contract for the development of an application to consult with young people prior to children in care reviews. Work being undertaken to widen the scope to include consultation as part of service re-design and commissioning, to ensure requests for feedback appear more engaging and increase participation. Recommended by OFSTED	May-18	Sarah Bass
Governance, Procurement & Commissioning	School Bus Service	Major	£5.6m	Agreed CB 61 02/02/17		Reprocurement of Home to School Transport Routes, Adult Social Care and Post 16 transport to include Taxis, Buses and Mini Buses.	Jun-18	Sarah Bass
Governance, Procurement & Commissioning	Regional Residential Framework for Childrens Homes	Major	£14m	Agreed CB-136 07/12/17		This is a regional procurement lead by Warwickshire to refresh our existing framework and has no commitment to spend. Indicative value of contract is based on recent annual spend on residential times by the four years duration of the contract.	Aug-18	Sarah Bass
Governance, Procurement & Commissioning	Personalised Carer Provision	Minor	£30K funded via Better Care Fund		agreed CB-97 28/06/18	Current provision expires 30 April 2017 with option to extend further for up to 2 years. Extension for 1 year is requested, while consideration to revision of service specification is undertaken due to pressures on inappropriate admissions to hospital or inappropriate accommodation. Extended to 30th April 2018.	May-18	Jill Tiernan
Governance, Procurement & Commissioning	Transforming Care (Adults with Learning Disabilities and Challenging	Major	Approx £2.8m	agreed CB-97 28/06/17		Work is currently being scoped for a joint Shropshire and Telford TCP service which includes the acquisition of both accommodation and care, whilst also exploring options for care only	May-18	Manny Jhavar-Gill

Governance, Procurement & Commissioning	Skills Development Team – mental health community rehabilitation	Minor	£492,000 updated 08/03/2018 value shall be £618,750		Agreed CB-136 07/12/17	Pilot is currently in place via a CCG held contract. Service is jointly funded with CCG. T&WC contribution is £70,000 per annum. Update 08/03/2018 - contract to be awarded for 3 years with an option to extend for a further period of up to 2 years - therefore value of the contract has been updated. T&WC contribution is £70k per annum and CCG contribution is £53,750	Sep-18	Steph Wain
Neighbourhood & Customer Services	Highways Maintenance Services Contract	Major	c£280m	Agreed CB-8 25/06/2015		A review is currently being undertaken of the highways maintenance requirements. The current contract with TWS expires in 2019 and planning is now taking place to consider the best option for future service provision	Apr-19	Dominic Proud
Neighbourhood & Customer Services	Grounds Maintenance and Street Cleansing	Major	£40.5M	Agreed CB038 13/10/16		Est Cost to cover a 10 year term. An Initial Option Appraisal stage is being undertaken working on data collection and intelligence to progress the strategic Plan. A further up date will be provided as the project moves from initiation stage to decision	Mar-19	Debbie Germany
Neighbourhood & Customer Services	Engineering Services	Major	£TBC	Agreed CB038 13/10/16		Initial Option Appraisal stage being undertaken via consultant to be procured through Competitive Notice (September 16) working on Officer data collection and intelligence to progress the strategic Plan. A further up date will be provided as the project moves from initiation stage to decision and delivery stage	Mar-19	Debbie Germany
Neighbourhood & Customer Services	System for Grounds and Cleansing and Engineering Services	Minor	£200k		Agreed CB-136 07/12/17	System to manage work instructions for grounds and cleansing and engineering services. This is required to replace the current M3, Mayrise, Bridge Station and Mayrise Permits systems.	Mar-19	Debbie Germany
Neighbourhood & Customer Services	Grounds and Cleansing Contract	Major	£6m per annum	Agreed CB 61 02/02/17		Re procurement of the TWS contract which will expire on 1 April 2019. This will require an OJEU Notice and maximisation of contract efficiencies.	Apr-19	Debbie Germany
Neighbourhood & Customer Services	Grounds Maintenance and Street Cleansing	Minor	£50k		Agreed CB 61 02/02/17	Specialist support to provide commercial and technical grounds and cleansing expertise to enable the procurement of a new value for money future grounds and cleansing contract. This will involve the development of key specialist contract documentation and the evaluation of market submissions.	Mar-19	Debbie Germany
Neighbourhood & Customer Services	Telford Central Footbridge	Major	£8m	Agreed CB-136 07/12/17		Design and Construction of a pedestrian footbridge	Dec-18	Dominic Proud
Public Health	Public Health Services (Sexual Health Services & NHS Health Check) delivered within GP Practices	Minor	£150k		agreed CB-97 28/06/17	Contracts are due to come to an end 31st March 17. Re-procurement of this provision.	Apr-18	Stacey Norwood
Public Health	Substance Misuse Service	Major	Between £1.75 Million and £2 Million Per Annum	Agreed CB 61 02/02/17		In light of the savings target on the public health budget required from 1 <sup>st</sup> April 2018 and the continued improvement in treatment outcomes needed, the entire substance misuse service needs to be transformed further. The commissioning intentions are to re-procure the our substance misuse service offer through a single contract/prime provider model, consolidating the fragmented services currently delivered through a number of services (in-house and multiple external provider contracts). The cost savings and improvement in treatment outcomes will be delivered through a reduction in overheads/management fees (given the reduction in providers), streamlining and integration of services through single pathways, removal of duplication and also reducing the burden of contract management time. Using this approach will provide innovative ways to deliver the service resulting in an improved experience for service users in Telford and Wrekin. The prime provider/single contractor model is now delivered in all other local authorities in the west midlands and has been shown to deliver cost efficiencies and improved outcomes.	Apr-18	Helen Onions
Public Health	Public Health Services (Sexual Health Services) delivered within community pharmacies	Minor	£17k		agreed CB-97 28/06/17	Contracts are due to come to an end 31st March 17. Re-procurement of this provision.	Apr-18	Stacey Norwood
Governance, Procurement & Commissioning	Emotional Trauma	Minor	£50k		Julie Smith	Commissioners across health and social care are currently exploring options for developing an Emotional Trauma service. Options appraisal is under development and will determine whether an external procurement exercise is completed.	Aug-18	Steph Wain
Neighbourhood & Customer Services	Hollies Road/Orleton lane Project	Major	£700k			Highways Maintenance Project in Haygate Ward to deliver Road, footpath and street furniture improvements on Hollies Road, Orleton Lane, Cranage Crescent and Stevenage Road. Works to commence September 18	May-18	Gareth Pegg
Neighbourhood & Customer Services	Newport Innovation Package	Major	£9.6m			To be procured through Scape framework. LEP funded scheme.	May-18	Dominic Proud

Neighbourhood & Customer Services	Transport Model	Major	£1m			Required to procure new transport model and transport modelling consultant to maintain and manage the model. Potential to procure through Crown Commercial framework.	May-18	Dominic Proud
Public Health	0-19 Healthy Child Programme	Major	£3.2m			Due to current contracts ending, required to re-procure an integrated 0-19 Healthy Child Programme (HCP). The programme provides a robust evidence based framework and sets out good practice and standards for prevention and early intervention services. The new service will include; Health Visiting, School Nursing and Family Nurse Partnership.	Apr-19	Stacey Norwood
Finance & HR	Revenues	Minor	£50k		Sophie Lane	Review of council tax single person discount records with credit data	31/05/2018	Jo Morton
Health and Wellbeing	Theatre	Minor	£10k		Liz Noakes	Café/Catering Service - tbc	Jun-18	Psyche Hudson
Health and Wellbeing	Events	Minor	£10 - 20k		Liz Noakes	Infrastructure items for events - e.g technical equipment, toilets, fencing, first aid, security	May - Dec 2018	Psyche Hudson
Health and Wellbeing	Events	minor	£10k		Liz Noakes	Event Management Support for the delivery of the Awards Event Nov 2018	Apr-18	Psyche Hudson
Health and Wellbeing	Events	Minor	£25k		Liz Noakes	Artist/curator to design and deliver commission as part of an externally funded project in Ironbridge Gorge	Sep-19	Psyche Hudson
Commercial Services	biT	Major	£3M	Included in Capital Programme Cab Paper 15/2/18		Haughton School Relocation	2018-19	Chris Goulson
Commercial Services	biT	Major	£3M	Included in Capital Programme Cab Paper 15/2/18		Ladygrove Primary Extension	2018-19	Chris Goulson
Commercial Services	biT	Major	£800K	Included in Capital Programme Cab Paper 15/2/18		Millbrook Primary Extension	2018-19	Chris Goulson
Commercial Services	biT	Major	£500K	Included in Capital Programme Cab Paper 15/2/18		Newport Junior Adaptation	2018-19	Chris Goulson
Commercial Services	biT	Major	£500K	Included in Capital Programme Cab Paper 15/2/18		Wrekin View Primary Expansion	2018-19	Chris Goulson
Commercial Services	biT	Major	£2M	Included in Capital Programme Cab Paper 15/2/18		Burton Borough Extension	2018-19	Chris Goulson
Commercial Services	biT	Minor	£60K	Included in Capital Programme Cab Paper 15/2/18		Aqueduct Primary Roof	2018-19	Chris Goulson
Commercial Services	biT	Minor	£35K	Included in Capital Programme Cab Paper 15/2/18		Bratton St Peter's CE Fire Alarm	2018-19	Chris Goulson
Commercial Services	biT	Minor	£25K	Included in Capital Programme Cab Paper 15/2/18		Holmer Lake Fire Alarm	2018-19	Chris Goulson
Commercial Services	biT	Minor	£125K	Included in Capital Programme Cab Paper 15/2/18		John Randall Kitchen Refurb	2018-19	Chris Goulson
Commercial Services	biT	Minor	£35K	Included in Capital Programme Cab Paper 15/2/18		Redhill Primary Fire Alarm	2018-19	Chris Goulson
Commercial Services	biT	Minor	£12K	Included in Capital Programme Cab Paper 15/2/18		Teagues Bridge Primary Drainage	2018-19	Chris Goulson
Commercial Services	biT	Minor	£120K	Included in Capital Programme Cab Paper 15/2/18		Wrockwardine Wood Infant Boiler Replacement	2018-19	Chris Goulson
Commercial Services	biT	Minor	£45K	Included in Capital Programme Cab Paper 15/2/18		Newport Swimming Pool Refurbishment	2018-19	Chris Goulson
Commercial Services	biT	Minor	£30K	Included in Capital Programme Cab Paper 15/2/18		Darby House Entrance Improvements	2018-19	Chris Goulson
Commercial Services	biT	Minor	£45K	Included in Capital Programme Cab Paper 15/2/18		Darby House Toilet Refurb	2018-19	Chris Goulson

Commercial Services	biT	Minor	£125K		Included in Capital Programme Cab Paper 15/2/18	Darby House Fire Safety Works	2018-19	Chris Goulson
Commercial Services	biT	Minor	£18K		Included in Capital Programme Cab Paper 15/2/18	Addenbrooke House Fire Safety Works	2018-19	Chris Goulson
Commercial Services	biT	Minor	£90K		Included in Capital Programme Cab Paper 15/2/18	The Place Electrical Works	2018-19	Chris Goulson
Commercial Services	Leisure Services	Minor	£150K			Oakengates Leisure Centre fitness equipment	2018-19	Mark Moore
Customer & Neighbourhood Services	Registration	Minor	£58K		Angie Astley	Digitisation of Registration and Cemetery Records	2018-19	Kerry Catlin
Customer & Neighbourhood Services	Cleaning	Minor	£15k		Kate Sumner 12/02/18	Purchase of a new van - carry heavy goods	Apr-18	Nicola White
Development, Business & Employment	Regeneration & Investment	Major	£500,000			Re-tender of existing contract to provide security services to Southwater.	Jun-19	Marc Jones
Health and Wellbeing	Community Advice & Support	Major	£1.3m			Currently recommissioning a number of Information and Advice and community support services this may result in a procurement	Dec-19	Samantha Wells
Development, Business & Employment	Development Management	Minor	£300k		Katherine Kynaston	ESPO Framework to re-engage highway consultants for Highways Development Control work a and design work associated with Telford town centre footbridge	Apr-18	Keith Harris
Customer & Neighbourhood Services	Public Protection	Minor	£16k		Angie Astley	Taxi Marshall scheme funded by PCC Grant	2018-19	Nicky Minshall
Customer & Neighbourhood Services	Public Protection	Minor	£20k		Angie Astley	Procurement of a House of Multiple Occupation Software system	2018-19	Nicky Minshall
Commercial Services	Leisure Services	Minor	£25K		Stuart Davidson	Procurement of a greens mower	2018-19	Mark Maddison
Customer & Neighbourhood Services	Benefit Service	Minor	£68k		Lee Higgins	Re-tender of Personal Budgeting Support for Universal Credit Recipients	Apr-18	Rebecca Owen-Jones
Co-operative Council	Children's safeguarding Dashboard	Minor	£60k		Clive Jones	Purchase of a performance dashboard for the Liquid Logic system to report data on Children's Safeguarding	Jun-18	Helen Potter
Governance, Procurement & Commissioning	Committee Management	Minor	£40,530		Jonathan Eatough	Purchase/Upgrade to Committee Management System plus annual maintenance	2018-19	Suzanne Dodd
Customer & Neighbourhood Services	Dog Warden Service	Minor	£100k		Dave Hanley	Replacement dog warden service after the TWS Contract expires at the end March 2019. Based on a five year contract term.	Jan-19	Carl Phillips
Customer & Neighbourhood Services	Vet care for stray dogs	Minor	£50k		Dave Hanley	Replacement service to support the dog warden service in the event of ill injured stray dogs require veterinary attention. Based on a 5 year term.	Jan-19	Carl Phillips
Customer & Neighbourhood Services	Clinical waste collections	Minor	£100k		Debbie Germany	Replacement clinical waste collection service for householders from 1 April 2019. Based on a 3 year contract term.	Dec-18	Sadie Roberts
Development, Business & Employment	HMO Licencing	Minor	£300k		Jonathan Rowe	A system to support recent legislative changes for HMO Licensing. Possible procurement through central Gov G Cloud framework due to urgent nature and need to be legally compliant	Apr-18	Timothy Bage

**TELFORD & WREKIN COUNCIL****CABINET - 19 APRIL 2018****AUDIT COMMITTEE - 29 MAY 2018****THE ANNUAL GOVERNANCE STATEMENT 2017/18 AND UPDATED LOCAL CODE OF GOOD GOVERNANCE****JOINT REPORT OF THE CHIEF FINANCIAL OFFICER AND THE MONITORING OFFICER****LEAD CABINET MEMBER - CLLR R C EVANS****1 SUMMARY OF MAIN PROPOSALS**

- 1.1 For the Cabinet to agree the Annual Governance Statement 2017/18 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 2017/18 annual accounts.
- 1.2 For the Cabinet to approve an updated Local Code of Good Governance.

**2 RECOMMENDATION**

- 2.1 That members of the Cabinet agree the Annual Governance Statement 2017/18, 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.
- 2.3 That members of the Audit Committee approve the Annual Governance Statement 2017/18, attached as Appendix A, and note the information in the report

**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>	<i>Annual Governance Statement signed and ready to accompany the 2017/18 draft accounts by 31 May 2018. Updated Local Code of Good Governance is required to ensure it reflects the updated guidance against which the Council must assess itself for 2017/18 Annual Governance Statement onwards.</i>	
<b>FINANCIAL/VALUE FOR MONEY IMPACT</b>	No	<i>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,</i>

		<p><i>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.</i></p> <p><i>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.</i></p> <p><i>PH 22/3/18</i></p>
<b>LEGAL ISSUES</b>	Yes	<p><i>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.</i></p>
<b>OTHER IMPACTS, RISKS &amp; OPPORTUNITIES</b>	Yes	<p><i>Good governance supports the identification and management of risks and robust control arrangements.</i></p>
<b>IMPACT ON SPECIFIC WARDS</b>	Yes	<p><i>Borough-wide impact</i></p>

#### **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 2017/18 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 2016/17 statement (implemented during 2017/18) has been reviewed and updated to reflect current progress. The position as at December 2017 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 2017/18, including during organisational and personnel changes, that the existing or revised governance arrangements have continued to support

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

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 2017/18 Annual Governance Statement sets out adherence to the Council's governance arrangements that operated during the period – 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018 and measures the effectiveness of them.
- 4.7 The Council's current Code of Good Governance was approved last June to reflect the April 2016/17 to reflect the CIPFA/SOLACE updated framework including revised principles and guidance. There have been minor changes during 2017/18 and these are reflected in the updated document. The Code continues to reflect the Council's culture and values including the Council's "Being the Change" document.

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

N/A

## **6 PREVIOUS MINUTES**

- 6.1 Cabinet 18<sup>th</sup> May 2017  
Audit Committee 29<sup>th</sup> May 2017

## **7 BACKGROUND PAPERS**

Local Code of Corporate Governance May 2008  
CIPFA/SOLACE – Delivering Good Governance in Local Government: Framework – Local Code (2017 Edition)  
Annual Audit & Information Governance Report 2017/18

Report by Robert Montgomery - Audit & Governance Team Leader.  
Tracey Drummond – Principal Auditor.

**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 2017/18.

**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

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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

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 2018 and up to the date of approval of the statement of accounts. It is on-going into 2018/19 but there will be appropriate reviews and updates during the year and beyond to support good 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 2017/18 the Internal Audit team achieved 95% 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 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 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. 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. 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 2017/18 no enforcement action has been taken by the ICO against the Council in respect to data breaches. The Information Governance Team are leading on Council compliance with the General Data Protection Regulations due to be implemented on 25 May 2018.
- 5.12 Implementation of the ICT Strategy has continued including infrastructure upgrades, the ongoing roll-out of Office 365 and further security improvements particularly in response to spam, phishing/ whaling and Ransomware threats.
- 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 2017/18 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 2017/18 final accounts audit.

5.15 The External Auditor's Annual Audit Letter 2016/17 (October 2017) 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 2016/17 on 26 September 2017. This means we are satisfied that during the year the Authority had proper arrangements for securing economy, efficiency and effectiveness in the use of its resources. 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. We undertook a risk assessment as part of our VFM audit work to identify the key areas impacting on our VFM conclusions and considered the arrangements the Authority has in place to mitigate these risks. Our assessment identified that financial resilience is a significant VFM risk to the Authority.. The need for savings will continue to have a significant impact on the Authority's financial resilience. We have concluded that in 2016/17 the Authority has made proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes to tax payers and local people.
- Audit opinion - we issued an unqualified opinion on your financial statements on 26 September 2017. 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.

5.16 My Options Shared lives & My Options Community Support Services both were inspected by the regulating body the Care Quality Commission (CQC) and both received a 'GOOD' rating.

5.17 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.

5.18 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 Appendix B

5.19 The Senior Management Team will monitor implementation of these actions and will report back to the Audit Committee in January 2019 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:**

## AGS ACTION PLAN FOR 2017/18 for IMPLEMENTATION during 2018/19

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 document produced March 2017 and further actions to be taken during 2017/18. Being the Change Part 3 to be in place April 2018</p> <p>Service and work force planning sessions took place in early 2018 and this has also been used to feed into the annual audit planning.</p> <p>Consultation on savings for 2018/19 and 2019/20 proposals will continue.</p>
2.	Preparations for the revised external audit arrangements.	AD Finance & Human Resources/ AD Governance, Procurement & Commissioning	<p>The PSAA procurement process is complete and T&amp;W external auditors for 18/19 onwards are Grant Thornton. A meeting is to be held with them regarding their expectations.</p> <p>Continuing to work towards an updated final accounts timetable Draft accounts by 31st May (instead of 30th June) and audited accounts by 31st July instead of 30th September.</p> <p>Tender exercise underway for the recruitment of External Auditor to undertaken benefit subsidy claim. This is due to be completed by June 2018.</p>
3.	Implementation the Workforce Development plan, succession planning and priorities following restructure in Organisational Delivery & Development. Continue to update the management competencies, skills	Managing Director & AD Finance & Human Resources	<p>Learning &amp; Development Manager is leading on this to support the organisation to embed workforce development plans, succession planning/single points of failure 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
	<p>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> <p>121 framework to be adhered to across the Council</p>		<p>Corporate Workforce Development Plan has been agreed by SMT.</p> <p>AD's workforce plans are in place.</p> <p>Future Leaders programme is underway.</p> <p>Top 10 L&amp;D needs are being delivered.</p> <p>Leadership &amp; Management programme to commence April 2018.</p> <p>New approach to apprenticeships is in place.</p> <p>This year's certificate identified that due to reduced staff there are single points of failure, this is being managed through the sharing of information and issues fed into learning &amp; development plans.</p> <p>Future Leaders have devised a new 121 framework to be used in 18/19 .</p>
4.	<p>Continue to deliver the improved processes and associated governance to deliver savings and service improvements across Early Help &amp; Support (includes Adult Social Services).</p>	<p>AD: Adult Social Services/ AD Governance, Procurement &amp; Commissioning</p>	<p>A comprehensive reporting structure has been developed and is in place whereby, on a monthly basis, there is an officer Cost Improvement Plan meeting chaired by an Assistant Director to review progress.</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>There is a detailed Financial Monitoring Summary produced by the Finance Team and progress is reported to a Managing Director</p>

No	Action	Lead Officer	Comments
			<p>Challenge Group (chaired by the Managing Director with the Director for Children's and Adults Services, two Assistant Directors and a representative of the s151 officer).</p> <p>Following this progress is reported to a Member Challenge Group attended by the MD Challenge Group portfolio holder for Children &amp; Adults, the portfolio holder for Finance, Commercial Services and Economic Development and the Chair of the Health &amp; Adult Social Care Scrutiny Committee</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 reviews	Director: Children's & Adult Services and Director – Customer, Neighbourhood & Well-Being Services	<p>.</p> <p>Any governance issues arising from other external reviews during 2017/18 will be monitored by Senior Management.</p>

No	Action	Lead Officer	Comments
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> <p>This year's certification process shows that service areas are reviewing their processes to ensure compliance with GDPR.</p>
7.	Ensure that the website contains relevant current information and is kept up to date.	AD Customer & Neighbourhood Services	<p>There is a new Intranet being implemented across the council, it has been identified as part of this year's certification process that teams are waiting for this update to avoid duplication. Training has been provided for authors as to how they can update their intranet pages following implementation of the new system.</p> <p>It has also been identified that Service areas are reviewing webpages to ensure they are GDPR compliant</p>
8.	Continue to develop and implement appropriate governance arrangements to support commercial projects.	Managing Director & SMT	<p>Governance processes in place and robust business cases and funding approvals are required for all activities.</p> <p>Work on-going on this action.</p>

**AGS ACTION PLAN FOR 2016/17 UPDATE DECEMBER 2017**

**APPENDIX B**

No	Action	Lead Officer	Original Comments	Status as at December 2017
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 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>	<p>There is continued development of the organisation.</p> <p>The workforce planning was completed as required. A refresh commences in January 2018.</p> <p>This has commenced and is ongoing.</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. 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</p>	The PSAA procurement process is complete and our external auditor for 18/19 is Grant Thornton.

No	Action	Lead Officer	Original Comments	Status as at December 2017
			<p>31st July instead of 30th September. 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. 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>	<p>Managing Director &amp; AD Finance &amp; Human Resources</p>	<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>	<p>Corporate Workforce Development Plan has been agreed by SMT.</p> <p>AD's workforce plans are in place.</p> <p>Future Leaders programme is underway.</p> <p>Top 10 L&amp;D needs are being delivered.</p> <p>Leadership &amp; Management programme to commence April 2018.</p> <p>New approach to apprenticeship is in place.</p> <p>Ongoing as per original comment.</p>
4.	<p>Continue to deliver the improved processes and associated governance to deliver savings and service</p>	<p>AD: Early Help &amp; Support/ AD Governance,</p>	<p>Adult Social Services are now included with Early Help &amp; Support Services. New structures are now in place with further revisions to the</p>	<p>A comprehensive reporting structure has been developed and is in place whereby, on a monthly basis, there is an officer Cost</p>

No	Action	Lead Officer	Original Comments	Status as at December 2017
	improvements across Early Help & Support (includes adult social services)	Procurement & Commissioning	<p>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>	<p>Improvement Plan meeting chaired by an Assistant Director to review progress.</p> <p>Separately there is a detailed Financial Monitoring Summary produced by the Finance Team and progress is reported to a Managing Director Challenge Group (chaired by the Managing Director with the Director for Children's and Adults Services, two Assistant Directors and a representative of the s151 officer).</p> <p>Following this progress is reported to a Member Challenge Group attended by the MD Challenge Group portfolio holder for Children &amp; Adults, the portfolio holder for Finance, Commercial Services and Economic Development and the Chair of the Health &amp; Adult Social Care Scrutiny Committee.</p>

No	Action	Lead Officer	Comments	Status as at December 2017
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 continue 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>	<p>The 'Getting to Good' Service Improvement Plan is monitored via regular work stream leads meetings and Children's Safeguarding &amp; Early Help Management Team.</p> <p>Progress against the actions in the plan was reported and evidenced to our Ofsted Regional Lead Inspector in October 2017.</p> <p>A progress report will be presented to Children &amp; Young People Scrutiny Committee in 2018 (date to be agreed)</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>	<p>A number of reports have been presented to SMT on GDPR.</p> <p>SMT have agreed the IG Teams suggestion on implementing GDPR requirements</p> <p>An intranet page has been set up on GDPR and training is available.</p>

No	Action	Lead Officer	Original Comments	Status as at December 2017
7.	Ensure that the website contains relevant current information and is kept up to date.	AD Customer & Neighbourhood Services	<p>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.</p> <p>On-going during 2017/18.</p>	<p>The Web Team are planning to relaunch the process for website authoring in the new year (February 2018 ) by asking SDM's to nominate a single officer for their service area who will become the Web Editor.</p> <p>This person will have dual responsibility for the internet and intranet sites for their service area, as well as being their social media champion.</p> <p>The role will involve them regularly reviewing website content, and working with web authors to update and improve content.</p> <p>A new programme of training will be developed for the Web Authors once identified.</p>
8.	Continue to develop and implement appropriate governance arrangements to support commercial projects.	Managing Director & SMT	<p>Governance processes in place and robust business cases and funding approvals are required for all activities.</p> <p>On-going during 2017/18.</p>	On-going as previous comment.

**Delivering Good Governance in Telford & 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.

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

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

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

### **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 future changes;
- 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;

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

- 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;
- 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 & Governance Team Leader 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;
- Projects are managed, as appropriate, within the principles of the PRINCE 2 methodology. This includes risk identification and management;
- 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).

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<sup>4</sup> Further development work has continued on these to reflect Organisational Development, the Councils 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.